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1920

DEPARTMENT OF THE INTERIOR
BUREAU OF EDUCATION

BULLETIN, 1920, No. 46

ORGANIZATION OF
STATE DEPARTMENTS OF EDUCATION

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WASHINGTON
GOVERNMENT PRINTING OFFICE
1921

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INTRODUCTION.

Like Topsy our State departments of education have "just growed up." Few of them can look back to any definite birth as State departments of education. Very few, if any, except those that have been recreated by recent acts of legislatures or constitutional amendments have been thoughtfully created and organized in full consciousness of the functions they should perform. From small and inadequate beginnings they have grown by accretion rather than by development from any central idea of functions to be performed, as the small independent schools of separate and individual communities have coalesced to form county and State systems. Probably a majority of them had their origin in a State school officer under the title of superintendent of public instruction, superintendent of schools, or other similar title, who took over work mostly of a clerical nature previously performed by the State auditor or treasurer and in an ex officio board of education made up of political officers elected or appointed for other and very different functions. The time and energies of these officers were absorbed by the duties properly belonging to the offices to which they were appointed or elected. They very naturally considered those duties more important than the incidental or accidental duties pertaining to the office which they held only because they had been selected to fill other offices considered of sufficient importance to have an existence of their own and to be filled by persons supposed to be able to perform intelligently and acceptably the duties belonging to them.

State school officers, taking over the duties, chiefly clerical, which had been performed by auditors or treasurers and other State officers in fragments of their time and probably without additional pay, were paid little. In most of the States the mistake was made of supposing that this office could be made a political office subject directly or indirectly to the vicissitudes of partisan government, as if, forsooth, the political parties as such ever advocated different educational policies and as if the people would tolerate partisan influence in their schools. As a political office, elective or appointive, it did not formerly, and in some States does not now, rank with other political offices in pay, in prestige, or as a stepping-stone to political preferment considered of a higher grade and more desirable. Nominating conventions have all too often left this office to the last and then chosen a candidate for it to placate some partisan or sectarian faction or to give recognition to some neglected section of the State. Governors, in appointing chief school officers, have frequently been guided by similar motives, or, worse still, have made this appointment through personal favoritism or in recognition of partisan obligation.

In the meantime education has come to be the chief business of the States. For its support the State and local units of county, township, district, and municipality spend more money annually than for any other one thing of public concern. The public-school system, including elementary schools, high schools, colleges, universities, normal schools, and other professional and technical schools, and agencies for extension education, has come to be our greatest cooperative enterprise, requiring for its management and control professional and administrative ability of the very highest character. This all thoughtful persons informed on the subject are beginning to realize, but, as is plainly shown by statistical tables in this study of the organization of State departments of education, the practices of the day of small things in education still exist in many States to an extent dangerous if not fatal to the best interests of education. Chief school officers in most of the States are still paid salaries pitifully small as compared with what are, or should be, recognized as the duties of their office. They are elected on partisan political tickets, or without full regard to their professional or administrative ability are appointed by governors so elected. Most State boards of education are wholly or partly made up of persons elected or appointed for the performance of other and quite different duties in offices supposed to be worthy of being filled by persons elected or appointed directly to them. Other boards are indefinitely constituted. The office of the State superintendent in almost all of the States is so poorly staffed that it is wholly unable to perform effectively most of its proper functions and to give to the school system of the State the administrative and professional service it should have.

Within the last decade much improvement in these conditions has been made in some States, and in a very few States conditions are approaching the ideal. There is, I believe, no other task of statesmanship so important and so nearly common to all the States as this of reconstructing or remaking the State department of education so that it may, wholly separate from and independent of partisan politics, be adequate to the full performance of its legitimate functions and free to adjust and readjust itself to the constantly changing requirements of education as may be necessary to meet the ever developing and enlarging needs and demands of the expanding, rich, and throbbing life of society, State, and Nation. The sooner this is done the better it will be for education and for all that is dependent upon it.

As a basis for the reconstruction of the State departments of education, I submit the following suggestions, the soundness of which, I feel sure, will be proven by a careful reading of this bulletin and by any further comprehensive study of the subject.

1. Educational administration has in principle, and should have in practice, no direct relation to partisan politics as we know partisan politics in this country. The public school system of any State is its greatest cooperative enterprise, supported by all the people in proportion to their ability, regardless of the amount of their wealth, and regardless of any political or religious affiliations, in order that all the children of all the people may, regardless of their poverty and all other conditions, have as nearly as possible equal and full opportunity for the education that will best develop their individuality, and prepare them for life, for making a living, and for the duties and responsibilities of democratic citizenship. From the standpoint of statesmanship and the public welfare, all the people are interested alike in the schools. Our political parties do not differ in regard to educational principles or practices any more than they do in regard to the Ten Commandments or the moral code; and to attempt to make education a matter of partisan politics is good neither for education nor for politics. Education is the largest and most important part of what has well been called our "purposive government," through which all the people are served and united, rather than controlled under policies on which the people are divided into parties. Unusual ability and devotion are required for the wise and effective administration of the system of education involving the expenditure of many millions of dollars annually (the average for the States is now not less than twenty-five million dollars); the direction and professional assistance of many thousands of school officers and teachers (an average of from fifteen to twenty thousand to the State); and the promotion of fundamental policies affecting directly the lives and destinies of hundreds of thousands of children and youth (an average of approximately five hundred thousand to the State), and directly or indirectly determining the welfare of all the people and the destinies of State and Nation.

2. The nature of its work and the relations of the State department of education are such as to make necessary much wise counsel, as well as definite administrative action. Well-considered policies are frequently more important than quick action. Constant and conservative development is much better than a succession of special "drives" for particular purposes, however effective they may be temporarily, and more fruitful in educational results than a disconnected succession of personal administrations, however brilliant.

For the effective application of these principles, State departments of education should be organized somewhat as follows:

1. A State board of education, nonpartisan, nonprofessional, made up of men and women of affairs, selected from the State at large because of their fitness for this position rather than for their fitness for some other. They should be men and women of recognized ability, sterling character, breadth of mind, and nobility of purpose, catholic in thought and feeling, devoted to the public welfare, convinced of the importance of education, and willing and able to give time and energy to the duties of their office. The members of the board should represent fairly all sections of the State, rural and urban, and the main professions, occupations, and interests of the people. They should be men and women in close touch with the great interests of society and State, capable of representing the people worthily in planning for the results which they should expect from their schools and other agencies of education, and in formulating fundamental policies for the support, control, and development of the State system of education and all its more important parts.

The State board of education should consist of seven or nine members, serving for seven or nine years, the term of one member expiring each year, so as to give to the board continuity and constant newness. No person having served more than half of the full term should be eligible to reappointment or reelection. No person should hold membership in the board except through definite appointment or election. There should be no ex officio members.

If necessary for convenience of appointment or election the term of office should be made such as to make the term of two members to expire every second year. Members of the board should be elected by the people from the State at large, or they should be appointed by the governor and confirmed by the senate, as may seem best in any State; but, however chosen, no person belonging to any political party should be eligible for appointment or election when more than half of the members of the board are of that party. Members of the board should not be removable from office except for negligence of duty, malfeasance in office, or crime against the State, and then only by impeachment, or, if elected by the people at large, by impeachment or recall by a majority vote. This is necessary to prevent the removal of members or packing of the board for sinister purposes and to give the feeling of responsibility and freedom necessary for good service. Members of the board should not be paid a salary, but should be paid a very liberal per diem and all necessary expenses for a reasonable number of days in the year for attending meetings of the board and for necessary service on committees. Small salaries would attract men and women of small ability. Large salaries would tempt members to try to earn their salaries by meddling with executive details properly belonging to the paid employees of the board. Not to pay reasonable per diem and all necessary expenses would deter many men and women eminently qualified for such service from accepting membership on the board.

Ordinarily the board should not need to have more than four or five regular meetings, of five or six days each, in the year, and there should be need for very few special meetings.

The State board of education should have general control of all the educational interests of the State as embodied in the public elementary and secondary schools for normal children, in schools for special classes of children, as the deaf, the blind, the crippled, subnormal and incorrigible children, and in schools for special kinds and phases of education. There should not be separate boards for the control of vocational and technical education, nor should there be any other division of control that tends to break the system of education into disconnected fragments. The State board of education should also have general control of the schools for the professional preparation of teachers, normal schools, and teachers' colleges. Whether this board should also have a general control of the State schools of higher education, other than those whose chief function is to prepare teachers, is a matter which must be left for each separate State to decide. There is as yet no experience sufficient to enable one to judge intelligently in regard to this. The same is true in regard to the policy of having separate boards for each of the two, three, or four such schools in a State. It is quite clear, however, that any separate board or boards for such schools should be required by law to make to the State board of education such reports as it may request and should cooperate with the State board of education in such way as to harmonize and unify the work of the schools of higher education with the work of the other schools of the system. This is of the greatest importance, since for the best results all the schools of the State of whatever kind and grade must function as one organism, the life blood flowing through it all.

The board should understand its functions to be wholly legislative—the defining of results to be obtained and the formation of policies in harmony with the constitution and laws of the State; and, when desirable, to propose new laws or modifications of laws already in existence. It should never concern itself with executive details, and its members should remember that, like other legislative bodies, when not in formal session, the board has no power to function as such, and its members no powers or responsibilities unless definitely authorized by the board as a whole to carry out some particular function committed to them. Legislators are only private citizens, possessed of no official functions when the legislative bodies to which they belong are not in formal session. In this sense the State board of education (and all other boards of education) are legislative bodies. For the executive duties of the department, the board of education should elect a chief executive, a commissioner of education, and upon his recommendation and under proper regulations all his associates and assistants. Only fitness for the work to be done should be considered in the selection of any of these. The board should elect its own chairman from year to year. The commissioner of education should be its secretary.

2. A State commissioner of education elected by the State board of education from the country at large and only because of professional preparation and administrative ability. Many able and efficient chief school officers have come into office by popular election or by gubernatorial appointment. Both methods have some advantages, but neither can be considered as sure and reliable as appointment by a nonpartisan board. No other method of selection is rational if this officer is to be responsible to the board. The term of office should have no reference to the change of officers connected with the partisan government of the State. It should be indefinite or for a period of years long enough to make possible the consistent development of administrative policies.

The commissioner of education should be the executive officer of the State board of education, and, under its general control, should have charge of the entire public-school system of the State and should be given such freedom of action as is necessary for executive efficiency. Under any right conception of the duties and responsibilities of the office of State commissioner of education, it must be regarded as the most important educational office in the State, requiring knowledge and ability of the highest order. Its requirements and compensations should be in keeping with this conception. It is only reasonable that the salary of the commissioner of education should be as large as or larger than that of any other officer of education in the State, city or county superintendent of school, or the president of any normal school, college or university.

3. A competent staff of expert deputies, assistants, and clerks, appointed by the State board of education upon the recommendation of the commissioner of education. The size and organization of this staff will, of course, vary from State to State. There should, however, in all States be separate and well organized divisions for all the more important phases of the educational work of the State, and for such administrative tasks as the collection and preparation of statistics and the promotion of general educational interests. The organization of the department of education of the State of Alabama, which follows closely recommendations made by the United States Bureau of Education, illustrates fairly well what is needed for States of average size. In Pennsylvania, New York, and Massachusetts the departments of education approach the ideal for the larger States.

More important than the size of the staff is the character of its personnel. The heads of the several divisions of this staff and their principal assistants should be men and women of the highest and best ability. To a very large extent the efficiency of the department and the character of all the educational work of the State will depend upon the character of these men and women. As the commissioner of education, they should be chosen from the country at large and only for their fitness for the work to be done. Salaries and conditions of service should be such as to enable the board of education to obtain and hold in these positions the services of the most competent men and women. False economy here can not fail to have its evil effect throughout the entire school system, and the effect may be disastrous. Even for the sake of economy in the department itself, it is important that responsible heads of divisions should be chosen to direct effectively the activities of the clerical assistants. The principles generally recognized in business, which demand efficiency in responsible positions at any reasonable cost, rather than the practice too often found in government offices which sacrifices efficiency to cheapness, should be observed. The value of the return from the expenditure of millions of dollars of public funds for education, of the other millions which parents and guardians expend privately that the children may attend school, and of all the time and energy of children, teachers, and local school officers, depends to a large degree upon the character and efficiency of the department of education. Cheap policies and bad business principles should not be tolerated here.

Responsible officers in the State department of education are, or should be, the guides and leaders of the people in all matters pertaining to education, upon which, in a democracy like ours, all else waits. It is neither good nor safe that the leaders be weak or blind. Where there is no vision, the people perish. Where there is weakness in place of strength, there can only be stagnation and death where there should be progress and life.

P. P. CLAXTON,
Commissioner.

ORGANIZATION OF STATE DEPARTMENTS OF EDUCATION.

CONTENTS.—State boards of education—composition, appointment, size, powers and duties, laws relating to. State superintendent of public instruction—title, term of office, manner of selection, powers and duties, laws relating to. Staffs of State departments of education—number of officers, compensation, laws relating to.

STATE BOARDS OF EDUCATION.

The movement toward the establishment of the State board of education as the administrative head of the educational system continues to gain ground. At the present time there are 42 States having such boards with functions relating to the common schools. Of the other 6 States, Iowa, Nebraska, Ohio, and South Dakota have boards known as State boards of education with functions restricted, in Iowa to the charge of State institutions of higher education, including the State normal college; in Nebraska to the administration of State normal schools; and in Ohio and South Dakota to the administration of the vocational education laws. Only Illinois and Maine have no board known as the State board of education, but both have State boards for vocational education, the establishment or designation of such boards being necessary to enable the States to participate in the funds appropriated by Congress for the promotion of vocational education.

Composition of State boards of education.—The composition of the boards having functions relative to the general school system in the several States is shown in the accompanying table (see p. 10). The table shows the number of ex officio members in each board, the officers designated as ex officio members, number of appointive or elective members, by whom appointed or elected, length of term, etc.

Of the 42 State boards of education, 8 are composed entirely of ex officio members who are officers of the State with offices at the State capitol. These are Colorado, Florida, Kentucky, Mississippi, Missouri, North Carolina, Oregon, and Texas. In one other State, Nevada, the board is composed entirely of ex officio members, the president of the State university being a member, in addition to the governor and State superintendent of public instruction. Boards created in recent years consist entirely or almost entirely of members appointed by the governor. Seven boards have no ex officio members whatsoever. The governor is an ex officio member of the board in 18 States; other State political officers, aside from the State super-

intendent of public instruction or other chief State school officer, in 13 States; the State superintendent in 30 States; the president of the State university in 6 States; the president of the State agricultural and mechanical college in 4 States; presidents of State normal schools in 4 States; and other educational officers in 1 State.

Appointment of the State board of education.—Of the 33 States having appointed or elected members on the State board, 27 leave the appointment to the governor, subject in some cases to approval by the State senate; in 2 States, New York and Rhode Island, the members are selected by the State legislature; 1 State (Michigan) elects by popular vote; in 1 State (Wyoming) the State superintendent appoints members, subject to approval by the governor; in 1 State (Virginia) 3 members are elected by the State senate and 2 by the State board; and in 1 State (Wisconsin) the governor appoints 5 members, and the university board of regents, normal school regents, and vocational education board each selects 1 member.

With respect to qualifications of members, 4 States, Arizona, Kansas, Virginia, and Washington, require that all the appointive members shall be persons engaged in educational work, and 7 others, Georgia, Indiana, Massachusetts, New Mexico, Oklahoma, Pennsylvania, and West Virginia, require that a certain specified number of the appointed members shall be engaged in educational work. California, Idaho, and New York require that none of the appointed members shall be engaged in educational work, while Indiana requires that 2 of the members shall not be engaged in such work.

The tendency in the selection of board members seems to be toward appointment by the governor. This method, under proper restrictions, has a threefold merit:

(a) It recognizes the executive head of the State as responsible to the people for the efficiency of every department of the public service. It tends to make the board responsible to the public.

(b) It centers responsibility where it can be definitely located. When the general assembly elects, it is difficult to locate responsibility.

(c) Requiring that appointments be made from an eligible list, or in some other way throwing proper definite limitations around the appointing power, provides against abuse and protects the board from undue political interference. It is doubtful if it is ever advisable to make the governor a member of the board.¹

Size of board and term of office.—The size of boards varies from 3 to 13 members. Of the 9 boards composed entirely of ex officio members, 6 have 3 members each, 1 has 4 members, 1 has 5 members, and 1 has 7 members. Of the 7 boards having no ex officio members, 3 have 5 members each, 2 have 7 members each, 1 has 8 members, and 1 has 12 members. Of the 26 boards having both ex officio and appointive or elective members, 7 have 7 members, 5

¹ Education Bulletin, 1915, No. 5.

have 8 members, 4 have 6 members, 3 have 9 members, 2 have 10 members, 2 have 11 members, and one has 4, one 5, and one 13 members. Taken all together, 10 of the boards are composed of 7 members each, and in 28 of the 42 boards the number of members ranges from 5 to 9, both inclusive. The tendency, therefore, is in favor of a comparatively small board.

The terms of office of ex officio members who are State officers terminate, of course, at the expiration of the term for which they were elected to the State office. Such terms are usually 2 or 4 years. In 24 of the 33 States having appointive members, the terms are from 4 to 6 years, inclusive; in 2 States, 2 years; 1 State, 3 years; 2 States, 7 years; 1 State, 8 years; 2 States, 12 years; and in 1 State the term is indefinite. Appointments are so arranged that usually the members retire in small groups, assuring continuity of policy.

Duties and powers of State boards of education.—The duties and powers of State boards are given in considerable detail in the tabular statement on pages 11 to 22. These vary from practically nothing to complete control of the entire educational system of the State. The general tendency, however, is toward making the State board the responsible authority and giving it greater powers. A notable exception is the State of Massachusetts, where formerly the State board had large responsibilities and much power. This was changed by an act of the legislature, passed in 1919, which makes the State board of education merely advisory to the State commissioner of education. This was offset, however, in the same year by Alabama, Minnesota, and New Hampshire, which created State boards of education with very large powers over the general educational systems.

In only a few States are the boards or State superintendents given definite authority to require reports from or to exercise any supervision over schools under private or corporate control. Strictly speaking there are no private schools in the United States, as all of them depend upon the public or some part of the public for their students and for their support, and their property is exempt from taxation. State authorities should be authorized to ascertain whether students attending such schools are receiving instruction to the extent at least of that prescribed by the compulsory education laws. Every educational agency in the State is a part of the State's educational system and should be under the general administrative supervision of the State board of education to such extent as may be necessary to insure instruction in essentials equal to that given in the public school, but no further.

Summary of tendencies.—In the development of a more effective agency for administering the State's educational affairs the trend is toward a State board of education as the administrative head of the

educational system; a board composed of men who have some knowledge of the business which they are to administer; a board appointed by the governor of the State with restrictions to guarantee fitness for the service and to guard against arbitrary use or abuse of the appointing power; a board composed of from five to nine members, appointed for a term of from four to six years, and retiring in small groups—this to guarantee that degree of continuity in service and freedom from political interference that are necessary for effective service; a board made responsible for all the educational interests of the State and clothed with full power to administer the business.

Composition of State boards of education:

States.	Ex officio members.						Appointed or elected members.						Term in years.	Total ex officio members.	(Total appointed or elected members.	Total number on board.
	Governor.	Other State political officers.	State superintendent of public instruction.	President of State university.	President of agricultural and mechanical college.	President of State normal school.	Other education officers.	In educational work.	Not in education work.	May or may not be in education work.	Appointed or elected by—					
Alabama	1	1	1					3	6	Governor.	12	2	6	8	8	
Arizona	1	1	1	1				7	7	do.	(1)	5	3	8	8	
Arkansas	1	1	1					2	7	do.	1	1	7	7	7	
California								7	7	do.	4	0	0	0	0	
Colorado	2	1						5	9	Governor.	6	2	9	11	11	
Connecticut	1	1						5	5	do.	5	0	5	5	5	
Delaware								3	1	do.	5	1	5	6	6	
Florida	1	3	1					3	1	Governor.	4	2	4	6	6	
Georgia	1	1						5	5	do.	5	1	5	6	6	
Idaho			1					3	2	1	do.	4	7	6	13	
Indiana		1	1	1	1	3		3	1	do.	4	2	7	9	9	
Kansas		1	1	1	3			3	1	do.	2	6	3	9	9	
Kentucky	2	1						3	1	do.	4	3	0	3	3	
Louisiana		1						5	5	Governor.	5	1	5	6	6	
Maryland								7	7	do.	7	0	7	7	7	
Massachusetts		1						1	5	do.	3	1	6	7	7	
Michigan		1						3	3	Popular vote.	6	1	3	4	4	
Minnesota								5	5	Governor.	5	0	5	5	5	
Mississippi	2	1						5	5	do.	3	0	0	3	3	
Missouri	1	2	1					8	8	Governor.	4	4	0	4	4	
Montana	1	1	1					2	4	do.	4	3	8	11	11	
Nevada	1	1	1	1				5	5	Governor.	3	0	0	3	3	
New Hampshire	1							5	5	Governor.	5	1	5	6	6	
New Jersey								8	8	do.	8	0	8	8	8	
New Mexico	1		1					3	2	do.	4	2	5	7	7	
New York								12	12	State legislature.	12	0	12	12	12	
North Carolina	1	5	1					3	3	Governor.	6	2	3	5	7	
North Dakota	1	1	1					2	4	do.	6	1	6	7	7	
Oklahoma		1						3	3	Governor.	3	0	0	3	3	
Oregon	1	1	1					3	3	Governor.	6	1	6	7	7	
Pennsylvania		1						3	3	Governor.	6	1	6	7	7	
Rhode Island	1	1						6	6	State legislature.	6	2	6	8	8	
South Carolina	1		1					7	7	Governor.	4	2	4	9	9	
Tennessee	1							9	9	do.	6	1	9	10	10	
Texas	1	2						3	3	Governor.	3	0	3	3	3	
Utah			1	1	1			6	6	Governor.	6	3	6	9	9	
Vermont								5	5	do.	5	0	5	5	5	
Virginia	1	1	1					5	5	(State senate, 3;	4	3	5	8	8	
Washington			1	1	1	1		3	3	State board, 2.	2	2	4	3	7	
West Virginia			1					3	3	Governor.	6	1	6	7	7	
Wisconsin	1		1					8	8	do.	6	1	6	8	10	
Wyoming			1					6	6	(2) State superintendent.	3	5	2	8	10	
											6	1	6			

¹ Indefinite.

² Governor appoints 5 members, university board of regents 1, normal school regents 1, vocational education board 1.

³ Governor's appointees.

⁴ With approval of governor.

Digest of laws relating to State boards of education.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
Alabama..... (General laws, 1919.)	8	Appointed members, 12 years.	Governor and State super- intendent ex officio; 6 members appointed by governor from persons not subject to board's author- ity.	\$10 per day, not exceeding 25 days in any year and actual trav- eling and other necessary ex- penses in attend- ing meetings and transacting business of board.	State superintendent is ex officio chairman and executive offi- cer; board elects one of its members vice president.	General control and supervision over public schools except the 3 institutions of higher education; adopts rules and regulations for the sanitation of schools, physical exami- nation of school children, and enforces, in conjunction with other State authorities, rules relating to school health compulsory education, and child conservation; prescribes rules for grading and standardizing public schools; pre- scribes minimum contents of courses of study for public elementary and high schools; prescribes textbooks for all elementary schools and for all high schools except in cities of 2,000 or more inhabitants; prescribes rules for certifi- cation of teachers and for bimennial school licensures; prescribes forms and blanks for use of local boards; requires all private denominational, and parochial schools to submit annual reports; conducts investigations into educational needs of the state; administers vocational education; general super- vision of educational work of all charitable, penal, reform- atory, and child-caring institutions maintained in whole or in part by the State; equalizes public school facilities.
Arizona..... (School laws, 1919, pp. 15, 16, 122.)	8	Indefinite.....	Governor, State superinten- dent, president of State university, and principals of State normal schools ex officio; and a city super- intendent, a county super- intendent, and a principal of a high school appointed by the governor.	Necessary trans- portation ex- penses incurred in attending meetings of board and other expenses not to exceed \$4 per day.	Governor is chairman and State superin- tendent is secretary.	Adopts rules and regulations for government of the public schools and school libraries; devises plans for increase and management of State school fund; prescribes and enforces use of a uniform series of textbooks in common schools; prescribes and enforces course of study in common schools; determines number of units necessary for graduation from high schools; prescribes requirements for admission to State university and normal schools; general charge of education of deaf, dumb, and blind; issues life certificates for teachers; revokes all teachers' certificates; administers vocational education.
Arkansas..... (Act 431, June 1, 1911.)	8	Appointive members, 7 years, 1 ap- pointed each year.	State superintendent, ex officio, and 1 member ap- pointed by the governor from each congressional district.	Serve without pay, except for traveling ex- penses when at- tending meet- ings of the board.	Superintendent is ex officio chairman; one prescribed meeting annually, superin- tendent may call others; secretary elected by board.	Has general supervision over the public schools of the State; has the management and investment of the State common school fund; serves as board for chartering educational institutions; has supervision over the issuance of State teachers' certificates; may provide courses of study, dis- tribute plans for schoolhouses; prescribe rules for the sami- nary inspection of schoolhouses and medical examination of school children, but may not prescribe textbooks; ad- ministers vocational education.

Digest of laws relating to State boards of education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
California..... (School laws, 1919.)	7	4 years.....	Appointed by governor; no salaried educational officer may be appointed.	Expenses in attending meetings and \$15 per day for each day board is in session; expenses and \$10 per day while engaged in committee work directed by board; total not to exceed \$2,500 per year.	Board elects its own president; State superintendent is secretary of board and its executive officer; meets every quarter; vote of majority of all members necessary to validate its acts.	Adopts rules for government of day and evening elementary schools, day and evening secondary schools, technical and vocational schools, normal schools, and all other schools, except the State university, receiving financial aid from the State; appoints 3 assistant State superintendents; makes plans for the improvement of the administration and efficiency of the schools; makes recommendations concerning changes in school legislation; compiles and adopts uniform textbooks for elementary schools which are printed by the State and distributed free; grants credentials for teachers; accredits normal schools and universities for certification purposes; administers vocational education; enforces provisions for establishment of courses in physical education and appoints supervisor; adopts minimum requirements for graduation from State normal schools; prescribes list of textbooks from which local high schools must select; calls annual convention of high-school principals; constitutes retirement salary fund board.
Colorado..... (Constit., Art. IX; secs. 1 and 16; School laws, 1917, pp. 145-147.)	3	Superintendent of public instruction, secretary of state, and attorney general.	Superintendent is president; meets in December and at other times when necessary; adopts its own government.	Has general supervision of the public schools; determines appeals from decisions or orders of county superintendent; appoints State board of examiners; grants State diplomas to teachers and may revoke them; may not prescribe textbooks (constitution prohibits); supervises State teachers college.
Connecticut..... (Acts of 1919, ch. 344.)	11	Appointed members, 6 years.	Governor and lieutenant governor, ex officio; 9 members appointed by the governor, at least 1 from each county.	Necessary expenses.	Appoints own officers; employs a secretary who acts as its executive officer and performs the duties generally assigned to a state commissioner of education.	Has general supervision and control of the educational interests of the State; may direct what textbooks shall be used; prescribes blanks for registration and reports; conducts teachers' meetings; prepares and distributes outlines of instruction in citizenship; may grant and revoke teachers' certificates; provides for testing the eyesight of children; enforces child-labor law; maintains and controls State normal schools; may appoint school superintendents and supervisors for certain towns; administers vocational education.
Delaware..... (Acts of 1919, ch. 157.)	5	5 years.....	Appointed by governor, 1 each year.	Necessary expenses and \$10 per day not to exceed 1 day per calendar month.	State commissioner of education is secretary and executive officer; other officers elected by board.	Has general supervision of public schools; makes and enforces rules and regulations for the conduct of schools; prescribes textbooks and contracts as to prices; regulates course of study; determines conditions for teachers' certificates; makes rules for sanitary construction and inspection of school buildings; investigates needs of schools and may require reports from teachers and school officers.

<p>recommends legislation; administers laws relating to physical education, medical inspection, vocational education, dependent children; grants aid to consolidated schools; requires annual reports from private schools; regulates issuance of diplomas and degrees; prepares annual budget for school expenditures; cooperates with Delaware College in maintaining summer school for teachers and in fixing course of study for department of education in said college.</p>	<p>Manages school lands and educational funds of the State; decides appeals from county authorities on school affairs; may remove any subordinate officers; fills vacancies for unexpired terms on county school boards; holds property of, and, in conjunction with a board of control, manages higher institutions of learning; administers vocational education; issues minimum State courses of study for elementary and high schools; prescribes course in military instruction in high schools.</p> <p>Provides rules and regulations for the supervision of all schools in the State; provides courses of study for elementary and high schools; selects textbooks; decides appeals from decisions of State superintendent; provides normal instruction for teachers; grants State and special licenses to teach; apportions school funds; approves proposed charters for institutions granting degrees and issuing diplomas; acts as State school book commission.</p> <p>Has general control of State institutions and succeeds to powers and duties of trustees of such institutions; appoints a commissioner of education as an advisory officer; assigns functions to its executive officers; has general supervision and control of public schools; is final court of appeal in controversies; has legislative functions not inconsistent with law; recommends to legislature changes in school laws; standardizes instruction in institutions; prescribes minimum course of study for public schools; determines whether textbooks shall be adopted; determines whether textbooks shall be free; directs the work of summer normals and teachers' institutes; controls certification of teachers; directs State library commission; standardizes school buildings, equipment, etc.; adopts system of reports; classifies high schools; controls rural high schools; acts as State board for vocational education.</p>
<p>Florida.....(Const., Art. XII, sec. 3; school laws, 1915, pp. 14, 15, 25, 102; acts of 1919, ch. 7582, 7910, 7911.)</p>	<p>Governor, secretary of state, attorney general, State treasurer, and State superintendent of public instruction.</p> <p>Governor is president, State superintendent is secretary, and State treasurer is treasurer.</p>
<p>5</p>	<p>Appointed members \$250 per annum, and expenses not exceeding \$200 for the four appointed members.</p>
<p>Georgia..... (School Code, 1919, pp. 6-9.)</p>	<p>Governor, State superintendent, and 4 members appointed by the governor, at least 3 of whom shall be experienced educators.</p> <p>Appointed members, 4 years, 2 appointed every 2 years.</p>
<p>Idaho..... (Const., Art. IX, sec. 2; school laws, 1919, pp. 11, 12, 13.)</p>	<p>Superintendent of public instruction, <i>ex officio</i>, and 5 members appointed by governor.</p> <p>Appointed members, 5 years, 1 appointed each year.</p>

Digest of laws relating to State boards of education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
Indiana..... (School laws, 1917, pp. 24, 26, 38, 39, 40, 41, 15, 380, 381, 403.)	13	Appointive members, 4 years.	State superintendent, president of the State university, president of Purdue University, president of State normal school, superintendents of schools in 3 largest cities, ex officio; 3 citizens engaged in educational work, at least 1 of whom shall be a county superintendent, and 3 persons interested in vocational education, 1 of whom shall be an employer and 1 an employee.	Members of her superintendent, receive \$5 per day and expenses while actually on duty.	Superintendent is president; board elects one of its mem- bers secretary and treasurer; meets on the call of the presi- dent or a majority of the members.	Determines such administrative questions as are not otherwise provided by law; grants and revokes State certificates; solicits or procures the compilation of textbooks for the common schools; constitutes teachers' training board and provides normal instruction; makes rules for the enforcement of the medical inspection law; appoints a board of three visitors to State normal school; appoints trustees of Indiana University; prescribes course of study for accredited normal schools; has control of State-aided vocational schools; grants "accredited" rank; classifies graduates for minimum wage; keeps list of approved schools in other States; prescribes course in physical training for elementary and high schools; administers vocational education.
Kansas..... (School laws, 1913, pp. 29, 32, 34, 35, 143, 157, 167- 169; session laws, 1919.)	9	Appointive members, 2 years.	State superintendent of public high instruction, chancellor of State University, president of the State Agricultural College, president of 3 State Normal Schools, ex officio, and 3 others appointed by the governor from those engaged in school work.	Necessary ex- penses in at- tending meet- ings.	State superintendent is ex officio chair- man; permanent secretary, salary \$2,400, with office in Department of Pub- lic Instruction.	Prescribes course of study for public schools, but certain subjects prescribed by law must be included; approves courses of study of colleges and universities for purpose of granting State certificates for teaching; issues and may revoke State diplomas and certificates; adopts rules for the examination of kindergarten teachers; prescribes normal training courses in high schools; prepares examination questions for county teachers' certificates; prescribes course of study for rural schools; prepares examination questions for common school diplomas; distributes State funds to approved schools.
Kentucky..... (School laws, 1912, pp. 10, 28, 71.)	3	4 years.....	Superintendent of public in- struction, secretary of state, and attorney gen- eral.	None.....	Superintendent is chairman; 2 mem- bers constitute a quorum; meets on call of the chairman.	Manages all real or personal property held by the State for the benefit of the common schools; makes rules and regula- tions for the government of the common schools and pre- serves and publishes a course of study for them; pre- scribes regulations for the management of county teachers' libraries and prepares lists of books for subdistrict libraries; issues State teachers' certificates.
Louisiana..... (School laws, 1919, pp. 124-125, 137, 138.)	6	Appointive members, 5 years, 1 ap- pointed each year.	State superintendent of public instruction and 5 members appointed by governor.	Actual traveling expenses a nd per diem for each day board is in session.	Board elects president and vice president; State superintendent is secretary.	Prepares rules and by-laws for the government of the public schools; gives directions as to branches of study taught; adopts textbooks and enforces uniformity; fixes procedure for awarding contracts, locating depôsitories, etc., for the distribution of books; may require parish superintendents to make reports; may order holding of teachers' in- stitutes; has charge of examination of teachers and issues certificates; approves establishment of high schools; ex- tends special aid to schools meeting required standards in practical, industrial and agricultural courses; adminis- ters vocational education.

Maryland..... (School laws, 1918, pp. 6-7.)	7	7 years 1 ap- pointed each year.	7 members appointed by governor; no person to be appointed, who is in any way subject to the board's authority.	Actual expenses incurred in dis- charge of official duties.	Board elects its own officers; State super- intendent is exec- utive officer; holds regular meetings quarterly.	Enacts by-laws for administration of the public school sys- tem; has general control of all other school boards; pre- scribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teach- ers' certificates; makes report to general assembly; with State superintendent serves as trustees for State normal schools; adopts blank forms for records and reports for all public schools; may conduct investigations; prepares public- school budget.
Massachusetts..... (Laws of 1919, ch. 350.)	6	3 years, 2 ap- pointed each year.	6 members appointed by governor; at least 2 shall be women and 1 shall be a teacher.	Actual necessary expenses.	Commissioner of edu- cation is chairman; needs at least once a month.	As body corporate, holds property of State normal schools and has general supervision of them; prescribes courses of study in such schools and grants diplomas to graduates; grants teachers' certificates to graduates of State normal schools and approved colleges and may endorse certifi- cates from other States; approves textbooks on physi- ology and hygiene for all public schools.
Michigan..... (Const., Art. XI; sec. 6; school laws, 1919, pp. 8, 11, 109, 110, 200- 204, 205, 206, 207, 209, 241.)	4	Elective mem- bers, 6 years.	Superintendent of public in- struction, ex officio, and 3 members elected by vote of the people.	\$3 per diem each and actual ex- penses.	Superintendent is sec- retary and executive officer; majority con- stitutes a quorum; holds at least 2 meet- ings each year.	Makes complete organization of State department of education; appoints and defines duties of appointees and em- ployees; administers all laws relating to State superin- tendent, of public schools, libraries, and other public educational institutions excepting State university and normal schools; makes studies and investigations relating to administration of funds appropriated for public school aid; prepares a biennial education budget.
Minnesota..... (Laws of 1919, ch. 334.)	5	5 years.....	5 members appointed by governor.	Actual expenses and \$10 per day for each day spent in discharge of duties.	Board elects president; commissioner of ed- ucation is executive officer and secretary.	Fixes management of the school funds; audits claims against them; fixes expenses of superintendent's office; has prac- tical administration of school system; may adopt course of study; prescribes rules for teachers' institutes; decides appeals from county superintendents of State superin- tendent; may remove county superintendents for cause; has powers of a court to compel attendance of witnesses; take depositions, etc.; approves curriculum of agricul- tural high schools.
Mississippi..... (Const., Art. VII; see 233; school laws, 1918, pp. 18, 32-34.)	3	Secretary of state, attorney general, and superintend- ent, ex officio.	Meets at State capitol on call of any mem- ber; superintendent presides.	Has general supervision over entire educational interests of the State; directs investment of all moneys received by the State for educational purposes; sees that all moneys are applied as intended by grant, devise, or law; sees that proper disposition is made of school lands; sees that county school funds are expended according to law; pre- pares outlines of work for colored teachers' institutes; prescribes conditions for approved summer schools; ap- points State library board; establishes standards for the establishment and maintenance of part-time schools for employed children.
Missouri..... (Const., Art. XI; sec. 4; school laws, 1917, pp. 132, 143-145, sup- plement, 1919, pp. 22, 23.)	4	4 years.....	Superintendent is president.	

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
Montana.....	11	Appointive members, 4 years, 2 appointed each year.	Governor, State superintendent, and attorney general, ex officio, and 8 members appointed by the governor with the consent of the senate.	Actual expenses in performance of duties.	Governor is president; superintendent is secretary; majority is a quorum; meets by law quarterly, and on call of president and secretary special meetings may be held at any time and place.	Has general supervision over the State university and various other State educational institutions, electing presidents and faculties, granting diplomas to graduates, and controlling the property and finances. Immediate control in other things vests with the executive boards, composed for each institution of the president and 2 members appointed by the governor, with the advice and consent of the State board of education; prescribes standards of promotion to high schools; grants State and life certificates to teachers.
Nevada.....	3	Governor, superintendent of public instruction, and president of State university, ex officio.	Governor is president; superintendent is secretary; meets at call of secretary, but must hold at least 2 meetings a year.	Prescribes courses of study for the public schools and serves with 4 additional persons appointed by governor, as textbook commission; constitutes normal training school board; grants teachers' certificates and diplomas; adopts lists of books for district libraries, except for districts of the first class; appoints a deputy superintendent for each supervisory district; prepares plans for rural schoolhouses. Has management, supervision, and direction of all public schools; makes rules and regulations for management of its own business; has charge of work of Americanization.
New Hampshire.....	6	Appointed members, 5 years.	Governor and 5 members appointed by governor.	Actual expenses in performance of duties.	Board elects chairman; commission of education; executive officer.	Controls (state) normal schools, school for the deaf, and industrial school for colored youth; has general supervision and control of public instruction; approves contracts, plans, and specifications for school buildings; prescribes uniform and simple system of bookkeeping; provides for use in school districts; prescribes rules for the examination and certification of teachers and rules for holding teacher's institutes; decides appeals from commissioner of education; may withdraw or withhold its approval of secondary schools; fixes nominal tuition rates when districts affected can not agree; may compel the attendance of witnesses and the production of books, records, etc.; approves institutions in the State before they may confer degrees; apportions 10 per cent of revenue of state tax.
New Jersey.....	8	8 male citizens appointed by the governor; must have been resident of the State 5 years or more immediately preceding appointment; not more than 4 from same political party and not more than 1 from same county.	Necessary expenses.	Elects president and officer; meets monthly and at such other times and places within the State as necessary.	Has general control of the public schools; prescribes course of study; adopts uniform textbooks; grants, renews, and revokes teachers' certificates; has general supervision of teachers' institutes and issues course of study for them; issues course of study for industrial education; empowered to adopt a standard of efficiency, for commercial courses and to issue permits to commercial schools meeting the standard; to issue permits to schools meeting the standard; to issue permits to commercial schools and
New Mexico.....	7	4 years.....	Governor and State superintendent, ex officio, and 5 members appointed by the governor with the consent of the senate, 1 of whom shall be a head of a State educational institution, 1 a county superintendent.	\$5 per diem and 10 cents per mile traveled in attending meetings.	Governor is president; superintendent is secretary; 4 meetings annually.	

tendent of schools, and 1 a person connected with educational work.	The number shall be 3 more than the number of existing judicial districts; each judicial district shall always have 1 regent; no regent shall be a trustee, president, principal, or any other officer of an institution of the university, elected by legislature in joint sessions.	Necessary expenses.	12 years; 1 elected each year.	Regents of the University of the State of New York (cont'd.)
		Chancellor and a vice chancellor elected by the regents; regents provide for regular meetings and called meetings may be held; commissioner of education is executive officer; constitute a quorum.		

correspondence schools to canvas for students; administers vocational education.

The regents exercise the general management and supervision of all public schools and all the educational work of the State.

Degrees.—They confer certificates, diplomas, and degrees on persons who satisfactorily meet the requirements prescribed.

Examinations.—In the secondary institutions regents' examinations furnish the standard of graduation and of admission to colleges. Certificates or diplomas are conferred on students that satisfactorily pass the academic examinations. The regents also supervise the entrance requirements to the professional schools and conduct the professional licensing examinations.

Registration.—The regents register both domestic and foreign institutions in terms of New York standards, fix the value of degrees, diplomas, and certificates issued by institutions of other States and countries and presented for entrance to schools, colleges, and the professions in New York State.

Incorporation.—Under such name and with such number of trustees or other managers, and with such powers, privileges, and duties, and subject to such limitations and restrictions in all respect as the regents may prescribe in conformity to law, the regents by an instrument, under their seal and recorded in their office, incorporate institutions or association for the promotion of science, literature, art, history, or other departments of knowledge or of education in any way, associations of teachers, students, graduates of educational institutions, and other associations whose approved purposes are in whole or in part of educational or cultural value deemed worthy of recognition and encouragement by the university. No institution or association which might be incorporated by the regents may be incorporated under any other general law without their consent.

Extension.—The regents extend to the people at large increased educational opportunities, facilities, stimulate interest therein, recommend methods, designate suitable teachers and lecturers, conduct examinations and grant credentials, and otherwise organize, aid, and conduct such work.

Visitation.—The regents or their representatives visit, examine into, and inspect the institutions in the university and require annual reports duly verified from the various institutions of the university. For refusal or continued neglect to make any report required or for violation of any law or any rule of the university the regents may suspend the chair or any of the rights and privileges of such institution.

Digest of laws relating to State boards of education—Continued.

State.	Mem- bers.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
New York—Contd.						
North Carolina..... (Cons. Art. IX, sec. 8; school laws, 1919, pp. 13-14, 75, 80.)	7	Governor, lieutenant gov- ernor, secretary of state, treasurer, auditor, super- intendent of public in- struction, and attorney general.	Contingent ex- penses provided by legislature.	Appointed mem- bers \$3,000 each and necessary traveling expen- ses.	<i>De</i> partments.—The regents establish such departments and divisions as they deem useful in the discharge of their duties. The educational and administrative work is per- formed by 5 departments of the university—higher educa- tion, secondary education, elementary education, State library, and science. The work of these departments is distributed among 13 divisions—viz., administration, ad- ministrative extension, examinations, history, in- spections, law, library school, public records, school libra- ries, statistics, visual instruction, and vocational schools. <i>Education building</i> .—It is occupied exclusively by the university, including the various departments and divi- sions of the work, together with such other work as the regents may, in their discretion, provide for therein. The building and the offices of the departments are maintained at state expense.
North Dakota..... (Session laws, 1919, ch. 71.)	5	Appointed members, 6 years.	State superintendent and commissioner of agriculture and labor ex officio and 3 members appointed by the governor.	Appointed mem- bers \$3,000 each and necessary traveling expen- ses.	Board elects a presi- dent and an execu- tive secretary, the latter not being a member of the board.	Controls State permanent school fund ("literary fund"); apportions State school funds; loans money from literary fund to county boards to build or improve schoolhouses; adopts uniform system of textbooks in conjunction with state textbook commissioners; controls colored normal schools; elects directors of the State normal and indus- trial college and trustees of the East Carolina Training School; may add subjects to course of study prescribed by law for the public schools; approves establishment of public high schools by county boards.
Oklahoma..... (Cons. Art. XIII, sec. 5; school laws, 1919, pp. 390-406.)	7	Appointed members, 6 years, 2 ap- pointed ev- ery 2 years;	Superintendent of public in- struction, and 6 members appointed by the gov- ernor, at least 2 of whom shall have had at least 4 years' experience in actual school work, 2 of which must have been in Okla- homa.	Superintendent pres- ident; secretary ap- pointed by president to receive \$2,100 per annum.	Board elects a presi- dent and an execu- tive secretary, the latter not being a member of the board.	Controls State educational institutions except State agri- cultural and mechanical college and district agricultural schools; has general supervision of the public schools; adopts courses of study for common schools; arranges courses of study and adopts textbooks for higher institu- tions; makes rules regarding the issuance of certificates; prepares examinations for applicants for county and State certificates; examines applicants for State certificates; prepares examinations for applicants for county and State certificates; examines applicants for State certificates; classifies high schools and accredits them to higher institu-

Oregon..... (School laws, 1919, pp. 6, 19, 140)	3 Governor, secretary of state, and superintendent of public instruction.	Superintendent is sec- retary; meets in January and July.	<p>Necessary expense incurred in the performance of their duties.</p> <p>Superintendent of public in- struction, ex officio, and 6 members appointed by the governor, with the consent of two-thirds of the senate; 3 of appointive members shall be success- ful educators of the State.</p>	<p>outlines courses for reading circles; formulates rules regarding the organization, etc., of commercial and business colleges; is State textbook commission; pre- pares and submits budget for institutions under its con- trol; approves colleges and universities which grant aca- demic and professional degrees; apportions supplementary aid to weak districts; makes rules for administra- tion.</p> <p>Prescribes rules for the general government of the public schools; authorizes textbooks adopted by textbook com- mission; prepares a course of study for grammatical grade schools; prescribes rules fixing standards for high schools receiving money from county high-school fund; indicates at least 60 per cent of the questions in theory and practice used in county examinations; decides ap- peals made to State superintendent and submitted by him.</p> <p>Controls all real and personal property belonging to the State school fund; reports and recommends to the gov- ernor and legislature necessary legislation for make schools efficient; equalizes, through special appropriations or otherwise, the educational advantages of the different parts of the State; inspects and requires reports from schools or institutions wholly or partly supported by the State; encourages and promotes instruction in agriculture, manual training, and household arts; prescribes rules for the sanitary equipment and inspection of school build- ings; prepares plans for school buildings; provides for ed- ucation of certain blind children; makes rules and regu- lations for management of State normal schools; adminis- ters vocational education; makes appointments to State scholarships.</p> <p>Has general supervision and control of public schools, high schools, normal schools, and normal institutes; appoints State commissioners of education; prepares and furnishes blanks on which reports from all State-aided schools or institutions are required; furnishes registers for private schools and receives reports from them; pro- vides scholarships at Brown University for post graduate work in preparation for teaching; provides for exami- nations and certification of teachers; administers teachers' pension law; supervises education of blind; apportions money for public libraries, prescribes books for same, and provides for visitation and examination; maintains a system of traveling libraries; apportions State aid for deficient schools; provides supervision for certain towns; appoints to State scholarships at Rhode Island School of Design and Rhode Island College of Pharmacy; serves as State board for vocational education; apportions State aid for vocational education; supervises reeducation and rehabilitation of crippled, victims of industry; approves standards for "reading and writing" tests in Americaniza- tion and appoints supervisor of Americanization.</p>
Pennsylvania..... (School laws, 1919, pp. 38, 46, 67, 75, 121, 164, 184)	7 Appointive members 6 years, 1 appointed each year.	Governor and lieutenant governor, ex officio, and 6 members elected by the legislature for 6 years, 1 member from each county in the State, except Pro- vidence County, which has 2 members.	<p>Necessary ex- penses incurred in the discharge of duties.</p>	<p>Governor is president, commissioner of ed- ucation is secretary; holds monthly meet- ings and may hold special meetings in call of president or secretary.</p>
Rhode Island..... (School laws, 1910, pp. 8-11, 25-27, 38, 46, 67, 75; ch. 1911; ch. 828, 678, Apr. 25, 1911; ch. 828, Apr. 29, 1912; ch. 839, May 3, 1912; ch. 943, 944, 945, 947, Apr. 29, 1913; ch. 1234, Apr. 23, 1915; ch. 1347, Apr. 14, 1916; ch. 1470, Mar. 28, 1917; ch. 1622, Apr. 17, 1918; ch. 1654, Apr. 19, 1918; ch. 1737, Apr. 23, 1919; ch. 1812, Apr. 24, 1919)	8 Elective mem- bers 6 years; 2 elected each 2 years.	Governor and lieutenant governor, ex officio, and 6 members elected by the legislature for 6 years, 1 member from each county in the State, except Pro- vidence County, which has 2 members.	<p>Governor and lieutenant governor, ex officio, and 6 members elected by the legislature for 6 years, 1 member from each county in the State, except Pro- vidence County, which has 2 members.</p>	<p>Has monthly meet- ings and may hold special meetings in call of president or secretary.</p>

Digest of laws relating to State boards of education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
South Carolina.....	9	4 years.....	Governor and superintendent of education, ex officio, and 7 members appointed by the governor.	\$1 per diem and mileage as provided for members of legislature; may not be paid for more than 20 days.	Governor is president; superintendent is secretary; meets on call of the president or a majority of the members; majority is a quorum.	Is advisory board to superintendent; adopts rules for the government of public schools; prescribes uniform textbooks; determines appeals; prescribes rules for the examinations of teachers; prescribes standards of efficiency and teachers' examinations before county boards; grants and may revoke State teachers' certificates; awards scholarships in the institutions supported in whole or in part by the State; appoints two of the three members of county board of education; prescribes courses of study for high schools; constitutes State high-school board; adopts rules governing school libraries and administrators State aid; approves private and parochial schools attended by children between the ages of 8 and 14; administers vocational education.
Tennessee.....	11	Appointive	Governor, superintendent of public instruction, ex officio, and 9 members appointed by the governor; at least 3 from each grand division of the State.	Necessary expenses and \$5 per day while attending meetings or engaged in committee work.	Governor designates chairman; superintendent is secretary.	Has control and management of the State normal schools, fixing course of study, employing teachers and other officials, prescribing entrance requirements and standards for graduation. It prescribes rules for the examination of candidates for county superintendent; classifies high schools and prescribes rules for granting State aid to such schools; regulates the examination and certification of teachers in high schools receiving State aid; adopts rules governing school libraries receiving State aid; apportions special funds for equalizing common schools, consolidation and supervision of rural schools, and supplementing salaries of county superintendents.
Texas.....	3	Governor, secretary of state, and comptroller.	Governor is president; superintendent is secretary.	Has charge of investment of permanent school fund; may create school districts at elementary institutions; determines appeals from the State superintendent; grants state aid to high schools; administers vocational education, special rural school fund; approves and directs expenditure of funds for State-wide system of free text-books.
Utah.....	9	6 years.....	Superintendent of public instruction, president of the State University, president of the agricultural college, ex officio, and 6 other persons appointed by the governor with the consent of the senate.	Members not receiving salaries from the State receive \$4 per diem, and all members receive actual necessary expenses.	Superintendent is chairman; chairman appoints a secretary from among the members; meets on call of chairman at least 4 times a year; majority is quorum.	Has general control and supervision of public-school system; appoints 5 members to prescribe course of study for common schools; prescribes course of study for high schools; fixes standards for high schools; grants State diplomas and certificates to teachers; may approve diplomas and certificates from other States; promotes establishment and maintenance of libraries; controls Americanization and health education; is State board for vocational education.

(School laws, 1919, pp. 11-14, 25, 68, 77.)

(School laws, 1920, pp. 7-10, 80.)

(School laws, 1917, pp. 9-18, 92, 94, 96.)

(Laws of Utah, 1917, secs. 4509-4516, 4530-4545, 4570-4582; session laws, 1919, ch. 84, 85, 86, 92, 93.)

Vermont.....	5 5 years, 1 appointed each year.	5 members appointed by governor.	\$4 per diem and expenses incurred in performance of duties.	Governor designates chairman; holds at least four regular meetings each year.	Supervises and manages public educational system, including State schools of agriculture; supervises expenditure of all State money for administration and teachers; provides for publicity regarding educational conditions; provides for educational gatherings, institutes, summer schools, etc.; cooperates with free public library commission; power to locate and establish a central normal school or school of education.
Virginia..... (School laws, 1910.)	8	Those elected by the senate, 4 years; the 2 appointed by the board serve 2 years.	Governor, attorney general, superintendent of public instruction, and 3 experienced educators elected by the senate from a list of eligibles from the faculties of State institutions. The board, thus constituted shall associate with itself 2 division superintendents of schools, 1 from a county and 1 from a city; the 2 associate members shall not participate in the appointment of any public-school officials, otherwise their powers are equal with those of other members.	Reasonable expenses to appointive members.	Superintendent is president; majority constitutes a quorum; meets on call of the president or a majority of the members.
	7	Appointed and elected members hold office for 2 years.	Actual necessary expenses; members not already on salary may receive \$5 per day when on special committee work.	Superintendent of public instruction, president of the university, president of the State college, principal of one of the normal schools elected by the principals of State normal schools, and 3 holders of State life diplomas appointed by the governor, 1 a superintendent of a first-class district, 1 a county superintendent, and 1 a principal of a 4-year high school.	Superintendent is deputy superintendent, is secretary; on meeting annually and necessary special meetings on call of superintendent.
Washington..... (School laws, 1909, pp. 12-14, 108, 109, ch. 16, Feb. 18, 1911.)				Washington..... (School laws, 1909, pp. 12-14, 108, 109, ch. 16, Feb. 18, 1911.)	Prescribes rules for the general government of the common schools; prepares outline courses of study for primary, grammar, and high schools; prepares questions for examinations for graduation from grammar schools; examines and accredits secondary schools; outlines high-school examination courses and prescribes examinations; prepares questions to be used by county superintendents in examining teachers; approves entrance requirements at State university, State college, and State normal schools; approves courses of study in normal training in higher institutions; outlines courses of study in physical education for elementary schools, high schools, and courses of study in higher institutions; classifies high school districts; is State board for vocational education.

Digest of laws relating to State boards of education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
West Virginia..... (School laws, 1919, pp. 10-17.)	7	Appointive members, 6 years, 1 appointed each year.	Superintendent of free schools ex officio; 6 mem- bers appointed by governor, at least 3 of whom are engaged in school work; not more than 3 ap- pointive members from the same political party.	Appointive mem- bers of board and advisory council, \$1,000 per year and ex- penses incurred in attendance on meeting.	Board elects president and vice president from its member- ship; elects a secre- tary, salary \$1,800 per year. State su- perintendent is ex- ecutive officer. Board has an advisory council on behalf of colored schools com- posed of 2 members appointed by gov- ernor besides super- visor of colored schools.	Makes rules and regulations concerning the standardiza- tion and classification of all schools; has general direc- tion over training of teachers; provides minimum stand- ards for courses of study; approves plans for erection of all school buildings; adopts textbooks; employs teachers for the State institutions; regulates expenditure of funds appropriated for school purposes by the State legislature and by the Federal Government.
Wisconsin..... (Laws, 1917, pp. 787-791; 1919, p. 160.)	10	Governor's appointees, 5 years, 1 appointed each year; other ap- pointive members, 2 years.	Governor and State super- intendent ex officio, 5 members appointed by governor; 3 members ap- pointed 1 each by regents of university, regents of normal schools, and State board of vocational educa- tion, from appointive membership of such boards.	Members of her than those re- ceiving salaries from the State or State institu- tions receive \$5 per day not ex- ceeding 60 days in any one year and actual ex- penses incurred.	Board effects its pres- ident, may appoint and fix compensa- tion of secretary and other employees.	Exclusive charge and management of all financial affairs relating to capital account and biennial estimates for the educational activities of the state; examines and studies business methods and management of and expenditure of public funds for common schools, high schools, county training schools, county schools of agriculture and do- mestic economy, continuation, commercial, industrial and evening schools, day schools for deaf and blind, stout Institute, mining, trade school, normal schools, and university; asserts financial and business needs of such schools; reports thereon to legislature.
Wyoming..... (School laws, 1919, pp. 7-12.)	7	Appointive members, 6 years, 2 ap- pointed every 2 years.	State superintendent ex of- ficio and 6 members ap- pointed by him with ap- proval of governor.	Traveling and other necessary expenses.	Board elects chair- man; commissioner of education is secre- tary.	Has general oversight of vocational and other special schools; prescribes standards of courses of study and provides for printing and distribution; provides for grading and standardization of schools; may make rules and regulations for construction of school houses; may make rules and regulations governing location and selec- tion of grounds; prescribes and publishes annually courses of reading; recommends issuance of certificates, publishes lists of approved textbooks.

STATE SUPERINTENDENT OF PUBLIC INSTRUCTION.

Data regarding the title, term, manner of selection, salary, and powers and duties of the State superintendent of public instruction or other chief State school officer are given in the tabular statement on pages 26 to 33.

Title.—Eight different titles are used by the several States in designating the chief State school officer. The most common title is that of "superintendent of public instruction," which is now used in 30 States; next in point of numbers is "commissioner of education," which is now used in 9 States, a gain of 5 States since 1915; the States using that term are Connecticut, Delaware, Massachusetts, Minnesota, New Hampshire, New Jersey, New York, Rhode Island, and Vermont. In Alabama and South Carolina the chief State school officer is designated superintendent of education; in Georgia and Maryland, superintendent of schools; in Maine and Missouri, superintendent of public schools; in Louisiana and Mississippi, superintendent of public education; in West Virginia, superintendent of free schools. In a considerable number of States the title is designated in the State constitution and can not easily be changed. The trend, however, seems to be in favor of "commissioner of education," which title came into use in connection with State officers in very recent years and has already been adopted in 9 States.

Term of office.—The terms of office of chief State school officers vary widely in the different States, ranging from 1 year to an indefinite term. In Delaware and Rhode Island, the term is only 1 year; in 14 States, Arizona, Arkansas, Colorado, Georgia, Idaho, Indiana, Kansas, Michigan, Nebraska, North Dakota, South Carolina, South Dakota, Tennessee, and Texas, the term is 2 years; in Maine, 3 years; in 24 States, Alabama, California, Florida, Illinois, Iowa, Kentucky, Louisiana, Maryland, Mississippi, Missouri, Montana, Nevada, New Mexico, North Carolina, Ohio, Oklahoma, Oregon, Pennsylvania, Utah, Virginia, Washington, West Virginia, Wisconsin, and Wyoming, 4 years; in Massachusetts and New Jersey, 5 years; in Minnesota, 6 years; and in Connecticut, New Hampshire, New York, and Vermont, the term is indefinite, the officer serving at the pleasure of the State board.

Manner of selection.—Three methods of selecting the chief State school officer are followed: Election by the people, in 34 States; appointment by the governor, in 6 States; appointment by State board of education, in 8 States. The changes in methods by the various States since 1915 are as follows: Iowa, from appointment by governor to election by the people; Delaware, Maryland, Minnesota, and New Hampshire, from appointment by governor to appointment by State board; and Massachusetts, where the State board has been

made an advisory body, from appointment by State board to appointment by governor. The following shows the present method of selection in the various States:

He is elected by the people in Alabama, Arizona, Arkansas, California, Colorado, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Carolina, North Dakota, Oklahoma, Oregon, South Carolina, South Dakota, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, and Wyoming.

He is appointed by the governor in Maine, Massachusetts, New Jersey, Ohio, Pennsylvania, and Tennessee.

He is appointed by the State board of education in Connecticut, Delaware, Maryland, Minnesota, New Hampshire, New York, Rhode Island, and Vermont.

The following statement regarding the selection of the chief State school officer is reprinted from the bulletin of this bureau, 1915, No. 5:

In nearly all of the States the office of State superintendent of public instruction was created as a political office; in the majority it has remained a political office; it is difficult to change it. There is a diversity of opinion among educational leaders as to how, in the interest of greater efficiency, he ought to be appointed, but the majority seem to favor his selection by a nonpartisan State board of education. Some of the serious disadvantages of his election by popular vote are reasonably clear:

(a) This method of appointment limits the field from which it selects the man for the position; he must be a citizen of the given State. In States where the superintendent is appointed by the State board of education, and in some States where he is appointed by the governor, he may be selected from the country at large. The city board of education selects its superintendent of schools from the country at large. Trustees of colleges and universities, even of State universities, select executive heads of these institutions from the country at large. Boards of directors in control of large business interests select their executive officers from the country at large. Such freedom of selection is clearly in the interest of better service.

(b) Where the State superintendent is elected by popular vote the salary is fixed beforehand by law; the salary can not be adjusted to fit the man desired, but a man must be found to fit the salary. It is clearly in the interest of better service that city school boards, trustees of colleges and universities, and boards of business directors have authority to adjust the salary of executive officers to the needs and effectiveness of the service.

(c) Where the State superintendent is selected by popular vote the term of office is short, two to four years, and reappointment is uncertain. The superintendent can not count on winning reappointment by rendering good service. Lack of continuity in the service, lack of basis for making and working out far-reaching plans, is a serious handicap to the superintendent, however capable.

(d) This method of appointment makes the office a political one and subjects it to all the fluctuations of party and factional politics. Under these conditions the position is not attractive; no one can look to it as a career.

These serious objections to the selection of the State superintendent by popular vote hold true in part at least when the appointment is left to the governor. In a few States the governor is authorized to select the State superintendent from within or without the State. In eight States, as previously mentioned, the State superintendent is appointed by the State board and is the executive officer of the board, performing such

duties as directed by it. If the State board is to be made responsible for the State's educational business, it would seem that it should have the selection of its own executive officer; it should be free to select him from the country at large; it should have power to determine his compensation, and should keep him at his post as long as he is effective.

Attention is called to the situation in two States, Idaho and Wyoming, each of which has a commissioner of education appointed by the State board in addition to a superintendent of public instruction elected by the people. In each of these States certain functions in regard to educational policies and management are assigned to the commissioner of education. In Idaho the commissioner receives a salary of \$6,000 per annum, and in Wyoming he receives \$3,000, the same amount that is paid the State superintendent.

Powers and duties.—In practically all the States having boards of education, the chief State school officer is executive officer of the board, whether appointed by the board or selected otherwise. As such executive officer he submits to the board recommendations regarding the administration of the school system and carries out the policies of the board. In States not having boards he is the sole executive officer of the State school system. The powers and duties of the superintendent in each State are summarized in the following pages.

Digest of laws relating to chief State school officer.

State, and title of officer.	Term of office in years.	Manner of selection.	Salary.	Powers and duties.
Alabama..... State superintendent of education.	4	By vote of the people.	\$5,000	Carries into effect the educational policies of the State board of education; apportions school funds; interprets school laws; decides controversies; calls and conducts educational conferences; receives reports from and examines expenditures, business methods, and accounts of boards of education; prepares rules for construction of school buildings and college courses for training of teachers; prepares minimum courses of study for elementary schools, normal schools, and inspection of school children; prepares rules for the protection of the health, physical welfare, and physical requirements for issuance of certificates and diplomas in such schools; inspects high schools; prepares uniform series of blanks and forms for public and private schools which shall conform as nearly as may be to the forms and blanks recommended by the United States Bureau of Education.
Arizona..... State superintendent of public instruction.	2do.....	3,300	Is a member and secretary of State board of education; is chairman of State board of examiners; superintends the public schools, under supervision of State board; apportions school funds to counties; prepares and distributes course of study prescribed by State board; publishes and distributes pamphlets regarding the observance of special days; prepares and furnishes report blanks; makes a report to governor; has school laws printed and supplies them to school officers and libraries; holds annual meetings of county superintendents.
Arkansas..... State superintendent of public instruction.	2do.....	2,500	Is member and chairman of State board of education; is general executive officer of the State board; has general supervision of the public schools; prepares graded course of study; apportions school funds; furnishes questions to county examiners of teachers; issues State teaching certificates under supervision of State board; makes annual report to governor; publishes school laws; prescribes uniform system of keeping school accounts; outlines county institute work.
Colorado..... State superintendent of public instruction.	4do.....	5,000	Is secretary and executive officer of State board of education; is regent of University of California, trustee of each State normal school, trustee of California Polytechnic School; has general supervision of the schools of the State; apportions State school funds; prepares and furnishes blanks and forms for making uniform reports; visits normal schools, the several orphan asylums to which State appropriations are made, and public schools, and inquires into their condition; may hold annual convention of county and city superintendents; reports biennially to governor; has school laws printed and furnishes copies to officers and libraries; enforces use of State textbooks; distributes textbooks; cancels permits to work.
Connecticut..... State commissioner of education.	2do.....	3,000	Is member and president of State board of education; has general supervision of public schools; apportions school funds to counties; has supervision of county superintendents; has school laws printed in pamphlet form; decides all points regarding the construction of the school laws; prepares questions for use of county superintendents in examining teachers; furnishes blanks and registers to school officers for making reports; reports to governor with suggestions; visits schools in counties if practicable; prepares and furnishes test cards for the physical examination of pupils; apportions normal institute fund; is member and president of State board of examiners; is member of board of trustees of State normal school; prepares test charts for physical examination.
Delaware..... State commissioner of education.	(1)	Appointed by State board of education.	9,000	Is executive officer of the State board of education and performs such duties as State board directs; determines whether districts are conducting school according to law; reports to the State comptroller the list of towns and districts forfeiting State aid for failure to comply with the law and the amount of forfeitures; furnishes blanks and registers for returns from private schools; draws order for school library money.
	1	Appointed by State board of education.	5,000	Is secretary and executive officer of the State board of education; performs such duties as the board may direct; keeps record of official acts of State board and conducts its correspondence; prepares and publishes school laws; audits accounts of school officers; directs school census; prepares measures for approval and adoption by State board; approves all plans, sites, and contracts for new buildings.

Florida.....	3,600	Is member and secretary of State board of education; exercises officer of State board for vocational education; has oversight of all matters pertaining to public schools and to school buildings and grounds; apportions State school funds to counties; has printed and distributes school laws to school officers and teachers; decides appeals or refers them to board of education; holds meetings of county superintendents; holds teachers' institutes and employs instructors for them; prepares questions for county examinations; holds examinations for and issues State certificates; may grant life certificates; preserves certified copies of lists of persons paying poll taxes; nominates persons to fill vacancies on county boards; nominates school inspectors and 3 members of examining committee.
Georgia.....	4,500	Is member, secretary, and chief executive officer of State board of education; member of State board for vocational education; State geological board, State board of health, boards of leprosy, corrective, and educational institutions to which public funds are appropriated; and illiteracy commission; apportions public-school funds; appoints with consent of board three State supervisors; appoints an expert accountant to audit books of school officers; institutes suits to recover misappropriated funds; prepares blanks for reports from subordinate school officers; may suspend a county superintendent for cause; visits all counties as far as practicable; makes annual report; organizes county institutes.
Idaho ²	2,400	Is member and executive officer of State board of education; executive officer of State board for vocational education; member of State library commission; superintends generally the public schools; apportions State school funds; holds conventions of county and city superintendents and district principals; prepares and furnishes necessary blanks to officers and teachers; has school laws printed and furnished them to school officers and librarians; makes biennial report to governor; visits all counties if practicable; is member of summer normal school commission and visits such schools annually; prepares questions for examination of teachers.
Illinois.....	7,500	Has general supervision of public schools; advises county superintendents as to conduct of the schools, construction of schoolhouses, etc.; designates statistics to be reported to county superintendents and may require reports from such superintendents; is legal adviser of school officers; hears and determines controversies and may require reports from such institutions of an educational nature; is member and secretary of normal school board; member of board of trustees of State university; member and president of board of trustees of State teachers' pension and retirement fund; member and chairman of State examining board; member and chief executive officer of State board for vocational education.
Indiana.....	5,000	Is member and president of State board of education; has general supervision of the public schools; visits each county at least once during his term to examine auditor's books; has supervision of the school funds with special reference to their safe investment; may require reports from school officers and for such purpose furnishes blanks; prescribes forms of bookkeeping; has school laws printed; interprets school laws to school officers; indorses approved certificates issued in other States; appoints a deputy superintendent in charge of industrial education.
Iowa.....	4,000	Has general supervision and control over all public schools; ascertains needs of schools and suggests needed changes; classifies the various schools and formulates courses of study; promotes vocational education; prescribes reports to be made by officers and teachers and prepares forms therefor; reports annually school census to State auditor; prepares plans and specifications for schoolhouses; provides for county teachers' institutes; prepares questions for applicants to teach and for eighth-grade examinations; has school laws published; hears and determines appeals; designates training schools for rural teachers.
Kansas.....	3,000	Is member of State board of education; has general supervision of the public schools; distributes State school funds to counties; publishes school laws and distributes to persons entitled to receive them; decides controversies submitted through county superintendents; prescribes and furnishes blank forms; visits each county of the State at least once in 2 years; is member of textbook commission which is authorized to prepare and publish textbooks to be sold to schools at cost; files and preserves reports made to him; reports biennially to governor.
Kentucky.....	4,000	Is member and chairman of State board of education; is member of State board of examiners; apportions State school funds; inspects fiscal affairs and conduct of the offices of all school officials who handle public-school money and sees that all laws and regulations are enforced; visits and inspects all schools if practicable; prepares blanks, etc., for reports and furnishes them to school officers; collects and publishes general information in his biennial report regarding institutions for deaf, dumb, blind, and feeble-minded; edits school laws biennially and publishes them with instructions, etc.; on request hears and determines appeals.

¹ Indefinite.² Idaho has also a "State commissioner of education" appointed by the State board of education, at a salary of \$6,000 per year, who acts as an adviser to the board on educational policies.

Digest of laws relating to chief State school officer—Continued.

State, and title of officer.	Term of office in years.	Manner of selection.	Salary.	Powers and duties.
Louisiana..... Superintendent of public education.	4	By vote of the people.	\$5,000	Is member and secretary of state board of education; is ex officio a member of each of the boards of trustees of educational institutions controlled by the State; has general supervision of parish (county) school boards and of all elementary, high, and normal schools; visits parishes as often as practicable; makes biennial reports with recommendations; reports to subordinate officers to State board of education for neglect of duty, misuse of school funds, etc.
Maine..... Superintendent of public schools.	3	Appointed by the governor.	4,600	Has general supervision over public schools and advises and directs town committees and superintendents; ascertains number of children 5 to 21 years old to be used as basis of distribution of school funds; prescribes studies to be taught in the common schools, but town committees may prescribe additional studies; prepares and furnishes blanks, etc.
Maryland..... State superintendent of schools.	4	Appointed by State board of education.	8,000	Has executive officer and professional adviser of state board of education; performs such duties as directed by board; nominates all his assistants; interprets school laws; decides all questions pertaining to proper administration of schools; issues teachers' certificates; has veto power over county boards' action in appointment of county superintendents, supervisors, and attendance officers; passes upon plans for construction of school buildings; has veto power in selection and sale of school sites.
Massachusetts..... Commissioner of education.	5	Appointed by governor.	7,500	Is the executive and administrative head of the department of education and shall organize it in divisions and supervise the same; has charge of the administration and enforcement of all laws, rules, and regulations which it is the duty of the department to administer and enforce, has supervision of all educational work supported in whole or in part by the State; visits different parts of the State to assist educational work and diffuse information; publishes and distributes matter for the promotion of public school education; conducts teachers' institutes; collects information for annual report of board; is one of commissioners to invest and manage State school fund; is member of State teachers' retirement board; trustee of Massachusetts Agricultural College and of textile schools, and chairman of advisory board of education.
Michigan..... Superintendent of public instruction.	2	By vote of the people.	4,000	Is member and secretary of State board of education, is member of other boards having control of State educational institutions, with the right to speak but not to vote; has general supervision of public instruction, including State institutions; apportions primary school interest fund; prepares and has printed courses of study for district schools except city districts; directs supervision of county normal training classes; requires board of education to observe school laws; when necessary, examines school district accounts and may require report; requires districts to conduct schools for term required by law; fixes time and place and appoints instructors for State teachers' institute and for county institutes; removes for cause any member of a school board except in city school districts; prepares rules for township and district libraries; prescribes form for taking school census; prepares questions for examination of teachers; hears and determines appeals; approves schools for accredited list; grants permission to districts to establish schools for the deaf; approves courses of study for rural high schools; approves teachers and courses of study of county schools of agriculture; approves plans and specifications for schoolhouses; has authority to condemn schoolhouses; approves plans for installing heating systems in schoolhouses; is executive officer of the vocational education board.
Minnesota..... Commissioner of education.	6	Appointed by the State board of education.	5,000	Has general supervision of public schools; apportions school funds to schools entitled to State aid; meets county and other superintendents for discussion of educational matters; prepares and distributes blanks, etc., for reports; enforces textbook law; provides for teachers' institutes in the several counties; conducts examinations for teachers and issues all certificates; indorses normal school certificates for teach and may issue special certificates for music, drawing.

Mississippi..... Superintendent of public education.	4 By vote of the people.	4,500	Is member and president of State board of education; has general supervision of the public schools; apportions State school fund to counties and separate districts; prepares questions for county teachers' examinations; visits and inspects county agricultural high schools and reports thereon to board of education; is member of board of trustees of higher educational institutions; is member of State textbook commission.
Missouri..... Superintendent of public schools.	4do.....	3,000	Is member and president of State board of education; has supervision of school funds; apportions school funds to counties; requires copies of records and such other information from county and district officers as he may deem important; prepares and furnishes blanks, etc., for reports; has school laws printed and distributed; confers with and advises school officers; visits and inspects schools; attends and assists in teachers' meetings; grants State teachers' certificates; visits and inspects high schools and publishes classified list; prescribes minimum course of study for each class; fixes time and place of county superintendents' convention; furnishes to county superintendents a list of publishers who have complied with textbook law; designates first-class high schools in which teachers' training courses may be offered; receives report from State educational institutions; controls distribution of State aid to high schools and to rural schools; is executive officer of board for vocational education.
Montana..... Superintendent of public instruc- tion.	4do.....	3,600	Is member and secretary of State board of education; has general supervision of the public schools; apportions State school fund to counties; prepares courses of study for elementary and high schools and prescribes to what extent they shall be used; prepares and furnishes to school officers blanks, etc.; prescribes rules for holding teachers' institutes and summer schools; prepares list of instructors and attends and assists at such institutes; advises county superintendents; furnishes copies of school laws; hears and determines appeals; prepares questions for county teachers' examinations; has general supervision of State aided high schools; designates those to give courses in agriculture, manual training, and home economics, also those to conduct teacher-training courses; decides disputed points in school law; prescribes forms for reports and makes rules for all proceedings under the school laws; organizes and attends institutes; organizes and maintains junior normals; issues State certificates and prepares questions for all teachers' examinations; both county and State, grades the answer papers and makes rules for the conduct of such examinations; approves city school certificates; furnishes a approved price list of textbooks to school districts; is member of State normal school board; State library commission, State dental board, and State board of embalmers; is secretary of State board for vocational education.
Nebraska..... Superintendent of public instruc- tion.	2do.....	2,000	Is member and secretary of State board of education; apportions State school fund; prescribes rules for making reports and furnishes blanks, etc.; has school laws printed and furnished to school officers; holds State teachers' institutes biennially and district institutes in other years; may call county institutes; calls meetings of State board of education; nominates deputy superintendents to State board; requires reports from deputy superintendents; is director of orphans' home; appoints census marshals in new districts; fills vacancies on county boards for unexpired terms; makes arrangements for care of deaf, dumb, and blind; decides appeals from teachers and school boards; de-
Nevada..... Superintendent of public instruc- tion.	4do.....	3,600	Is member and chief executive officer of State board of education; prescribes form of school registers and blanks for term time county school tax when county board fails so to do.
New Hampshire..... Commissioner of education.	(1) Appointed by State board of education.	5,000	Is secretary and chief executive officer of State board of education; prescribes form of school registers and blanks for reports; compiles and publishes school laws; visits as many towns as practicable; organizes and holds at least one teachers' institute in each county annually and may employ instructors; assists school boards and superintendents in the introduction and development of vocational training; inspects and rates high schools; nominates inspectors of child labor; has authority to enforce attendance laws and laws relating to child labor; examines teachers and issues certificates; is regent of State board of medical examiners; approves hospital training schools.

¹ Indefinite.

Digest of laws relating to chief State school officer—Continued.

Powers and duties.

State, and title of officer.	Term of office in years.	Manner of selection.	Salary.	
New Jersey..... Commissioner of education.	5	Appointed by the governor.	\$10,000	Under State board of education has general supervision of public schools; designates a clerk to serve as secretary of State board of education; appoints four assistant commissioners; appoints inspector of buildings and inspector of accounts; appropriates State funds to counties; may prescribe courses of study for elementary and high schools; prescribes methods of ascertaining what children are below normal; directs county collector to withhold State funds from delinquent districts; is one of the trustees of the school fund; is a member of all boards of examiners; appoints county superintendents; holds annual meetings of city and county superintendents; instructs city and county superintendents as to their duties in conduct of schools; construction of schoolhouses, etc.; directs withholding salary of teacher not complying with law; requires reports from institutions receiving State aid; prepares blanks for making all reports and conducting proceedings under school laws; causes school laws to be printed; decides controversies subject to appeal to board of education; loans plans for schoolhouses to districts and may require abandonment of unfit building; is member of public library commission and trustee of school fund.
New Mexico..... Superintendent of public instruction.	4	By vote of the people.	3,000	Is member and secretary of State board of education; has general supervision of public education; apportions current school fund to counties; distributes state aid fund to weak districts; has supervision over records and accounts of school boards; issues, advise with county superintendents, etc.; appoints State director of industrial education; has printed and distributed blank for reporters; receives reports from school officers; has school laws printed; bears and decides controversies; enforces law relating to building of schoolhouses.
New York..... President of the university and commissioner of education.	(3)	Elected by the regents.	10,000	A president of the university, in addition to such other duties and functions as may otherwise be devolved upon him with the power and duty of general supervision over all educational work and activities in this State, it is his duty also to devote himself to educational research, to the study of the educational work of the systems of other jurisdictions and, with the approval of the regents, to introduce and originate so far as possible better methods of education and especially to endeavor in every feasible way to bring about the improved development and greater usefulness of the common schools of the State. He may attend all meetings of the board and its committees, submit matters for their consideration and participate in their discussion. The commissioner of education is alone eligible for election to the office of president. As commissioner of education, he is the chief executive officer of the State system of education and of the university. In case of vacancy the chancellor succeeds to and has the power of the commissioner, or if his office be vacant the succession devolves upon the vice-chancellor or the senior regent or a deputy appointed by the same of the board of the same of the university or regent. The general powers and duties of the commissioner prescribed by the law comprise: Enforcement of all general and special laws relating to the educational system of the State and the execution of educational policies determined by the regents; the general supervision over all schools and institutions, examinations, and inspections; general supervision of industrial schools, trade schools, and schools of agriculture, mechanics and home making; the general supervision of the State normal schools; membership on the boards of trustees of Cornell University, of Syracuse State College of forestry, of Cobleskill Agricultural School, the State College for Teachers; responsibility for the safe keeping, proper use of the sea, the books, the records of the university and for the proper administration and discipline of the various offices and divisions of the department; the amendment of teachers' certificates and normal diplomas; the preparation and preservation of teachers' records; the preparation of registers, blanks, forms and regulations affecting the common schools and their officers; the administration of oaths and affidavits relating to the duties of this office or the schools of the State; authority to furnish visual instruction through the schools, institutions, and organizations of the university; authority to organize and maintain courses in schools to train teachers who shall give instruction to illiterates, and to divide the State into zones and appoint directors and teachers for the education of illiterates and non-English speaking persons; and the execution of such other powers and duties as he is charged with by the regents.

4	By vote of the people.	4,000	Is member and secretary of State board of education; signs all orders paid by State treasurer for school purposes; publishes school laws and sees to their enforcement; instructs school officers, who must obey his instructions and interpretation of the school law; has supervision of loaning of literary fund for construction of schoolhouses; prepares blanks, etc., for reports; prescribes courses of study for public high schools; is secretary of textbook commission; is chairman of State board of examiners; is member of boards of trustees of certain State educational institutions; makes rules for rural libraries and furnishes lists of books; is trustee of State library.
2	do.....	3,000	Is member of State board of administration; chairman of State school commission; chairman of State educational commission; furnishes blanks for records and reports; holds meetings of county superintendents; has school laws printed and distributed to school officers; decides appeals; keeps sample copies and price lists of books furnished by publishers trustees of agricultural and training schools; is member of board of university and school lands; is member of board of trustees of teachers' retirement fund; approves books for district libraries.
4	Appointed by the governor.	4,000	Has general supervision of public education; has supervision of State school funds; requires reports from school officers and prescribes forms; makes an annual statistical report to the governor; has school laws printed and distributes to school officers; requires reports from private schools; on application by 3 taxpayers, appoints an examiner to audit a school district's account; submits abstract of enumeration of youth to State auditor for apportionment of school fund; requires reports of high schools and grades such schools; furnishes to districts names of publishers of textbooks with prices, etc.; inspects day schools for deaf, blind, and crippled; prepares questions for examinations for county teachers' certificates; evaluates credits required to take local examinations; appoints State board of examiners and countersigns all certificates issued by them; appoints a sufficient number of assistants; appoints high-school inspectors; approves applications for State aid and grants to county examiners; standardizes the elementary schools of the State, furnishing suitable placecards for same; issues provisional certificates to graduates of approved teacher-training courses, and renewals all professional (that is, 5 and 8 year) certificates; establishes teacher-training courses in high schools and approves directors of same; receives reports of city, county, and State school examiners; is member, secretary, and administrative officer of State board of education which administers vocational education.
4	By vote of the people.	2,500	Is member and president of State board of education; has general supervision of educational interests; apportions State school fund to counties; publishes school laws; keeps and decides controversies; furnishes blanks, etc., for reports; prepares records and school documents; appoints State school inspector; is member of commission on agricultural and industrial education; grants life certificates to graduates of State university on 24 semester hours in education; grants 2-year certificates on 1 year's attendance in State university; is head of department of high-school inspection and appoints 3 inspectors.
4	do.....	3,000	Is member and secretary of State board of education; has general supervision of county and district school officers and of the public schools; prepares questions for examinations of graduates of eighth grade; prescribes 2 years of course of study for high schools; visits, if practicable, every county annually; attends county institutes and assists in their organization and development; keeps statistics of schools; prepares blanks, etc., for uniform reports; compiles and annotates school laws; decides appeals or may submit them to State board; issues letters and circulars to school officers relative to the conduct of the schools; holds annual State teachers' association; appoints a board of 9 examiners to prepare questions for State examinations of teachers; appoints professional teachers to grade papers; issues State certificates; is member of State library commission; classifies correspondence schools; prepares reading-circle course and rules.
4	Appointed by the governor.	12,000	Is member, president, and executive officer of State board of education; has general supervision of public schools; apportions State school funds to district; prescribes minimum course of study for public schools; issues commissions to superintendents and assistant superintendents and fills vacancies in the county superintendents; prepares blanks for reports from school officers; interprets school laws and advises relative to their enforcement; classifies high schools and prescribes rules for admission of pupils; may condemn school buildings unfit for use; issues State teachers' certificates and indorses normal school diplomas; appoints board of normal school examiners; holds meeting of normal school principals to make course of study.
Pennsylvania Superintendent of public instruction.			

² During the pleasure of the regents.

Digest of laws relating to chief State school officer—Continued.

State, and title of officer.	Term of office in years.	Manner of selection.	Salary.	Powers and duties
Rhode Island Commissioner of education.	1	Elected by State board of education.	\$6,000	Is secretary of State board of education; apportions State appropriation for public schools; hears and decides appeals and prescribes rules for making appeals; visits towns to inspect schools; assists in securing uniformity of textbooks in all towns; prepares programs for Grand Army flag day and for Rhode Island independence day; arbor, and other special days; approves unions of towns for employment of superintendents and draws order on treasurer for one-half of salaries; approves consolidation of schools; is one of managers of Rhode Island State College; holds teachers' institutes; is member of board of trustees of State normal school.
South Carolina,..... Superintendent of education.	2	By vote of the people.	2,500	Is member and secretary of State board of education; has general supervision of public schools; visits counties to inspect schools and diffuse information; with advice of State board, secures uniformity of textbooks; prepares and furnishes registers, forms, etc., to county superintendents for making reports; has school laws printed; receives reports from State institutions of higher learning; is member of board of trustees of institute for deaf, dumb, and blind; is member of board of trustees of State university and State college for women.
South Dakota..... Superintendent of public instruction.	2do.....	2,400	Has general supervision of all public and private schools and of county and city schools; meets annually; inspects and accredits high schools; renders opinions regarding school laws; furnishes blanks for reports of county and city superintendents; attends teachers' institute and prescribes rules for holding county normal institutes and summer schools for teachers; approves list of institute conductors; holds examinations of teachers and issues certificates; prepares questions for county examinations; is member of teachers' reading circle board of managers; is president of free library commission, State board of health; State child welfare commission; has charge of Americanization, State aid for rural and consolidated schools; establishment of normal training departments and State aid in high schools; approves courses in normal schools, colleges, and universities in State leading to teachers' certificates.
Tennessee,..... Superintendent of public instruction.	2	Appointed by the governor.	3,600	Is member and secretary of State board of education; is chairman of State board of examiners; is member of all other educational bodies or associations; is treasurer of the Peabody Normal College fund; collects and disseminates statistical and other information regarding the public schools; makes inspections of public schools; holds county conferences of teachers; prepares and distributes blanks for reports of officers and teachers; has school laws printed and distributed and sees that they are carried out; may appoint persons in each county to examine schools and report thereon; requires county superintendents to report annually; reports scholastic population to State comptroller annually; has general supervision of county high schools; is member of State textbook commission; is member of free library commission; supervises work of the director of library extension.
Texas..... State superintendent of public instruction.	2	By vote of the people.	4,000	Is secretary of State board of education; apportions State school funds; has general supervision of public schools and of the administration of the school law; hears and determines appeals from subordinate officers, but his decisions may be reversed by State board; presents forms for reports; approves accounts to be paid from school fund by State treasurer; issues instructions to school officers, which institutions are binding; has school laws printed and distributed; requires reports from county, city, and district officers; appoints State board of teachers' examiners and issues State certificates on their recommendation; prepares questions for county examinations; is member of State textbook commission; supervises summer normal institutes; has supervision of school census; is administrative officer in charge of system of distribution of textbooks; is executive officer of State board for vocational education; has charge of administration of \$2,400,000 special fund for rural schools.
Utah..... Superintendent of public instruction.	4do.....	4,000	Is member and chairman of State board of education; has general supervision of public instruction; apportions State school funds; requires reports from counties and cities and withholds apportionment from those not reporting; prepares and furnishes forms, blanks, etc., for making reports; visits each county in the State at least once a year; may examine officers' accounts relative to school funds; holds annual conventions of county and city superintendents; with principal of State normal school and county superintendent constitutes governing board of teachers' institutes; is member of Juvenile court commission; is member of commission to fix course of study; is member of commission to fix course of study; is member of commission to fix course of study.

Vermont..... Commissioner of education.	4	Elected by State board of education.	6,000	Is executive officer of the State board of education; he shall, at such times and in such detail as said board directs, make reports to said board concerning the public educational system together with such recommendations as he deems proper for the promotion of the educational interests of the State.
Virginia..... Superintendent of public instruction.	4	By vote of the people.	4,500	Is member and president of the State board of education; is member of boards of visitors of State educational institutions; sees to execution of school laws; interprets school laws to school officials and his decisions are final unless reversed by State board; furnishes blanks and requires reports from division superintendents; may appoint persons to inspect schools in counties; makes inspection throughout the State; prepares scheme for apportioning State school funds; prescribes forms of contracts with teachers; signs warrants of State board; issues teachers' certificates.
Washington..... Superintendent of public instruction.	4do.....	3,000	Is member and president of State board of education; has general supervision of the public schools; apportions State school funds to counties; has blanks, etc., printed for reports and for the administration of the school laws; attends educational meetings and visits counties; has school laws printed and distributed; hears and determines appeals; holds annual conventions of county superintendents; requires annual reports from educational institutions and county superintendents; keeps directory of regents and faculties of State educational institutions and of all teachers receiving certificates; issues State certificates; prepares a State manual; is member of board of visitors of State College; is member of commission on community welfare; is member of trustees of teachers' retirement fund; is chief executive officer of State board for vocational education.
West Virginia..... Superintendent of free schools.	4do.....	\$5,000	Shall have general supervision of all schools; is chief executive officer of the State board of education and member of the board of the school fund; shall have printed and provide for the distribution of blank forms for the carry-on of school work; may institute proceedings against violators of the school laws; shall have authority to call conferences of county, district and city superintendents; shall give interpretations of the school law and the rules of the State board; shall have prepared and published manuals of courses of study, school library lists, and such other bulletins or pamphlets as the needs of the school system demand; shall publish a biennial report; appoint assistants.
Wisconsin..... Superintendent of public instruction.	4do.....	5,000	Has general supervision of the public schools; apportions school fund; attends educational meetings and makes investigation of educational systems and the condition of the public schools and disseminates educational information; prepares course of study for public schools; furnishes blanks for reports and requires reports from school officers; publishes school laws and hears and determines appeals; exercises general supervision over county schools of agriculture, manual training schools, county normal schools, and schools for the deaf; formulates course of study for such schools; holds annual county superintendents' convention; issues State teachers' certificates; makes regulations for the management of township and district libraries; is member of board of regents of the State university; is member of board of regents of normal schools and board of trustees of teachers' retirement fund.
Wyoming..... Superintendent of public instruction. ⁴	4do.....	3,000	Has general supervision of the public schools; makes rules and regulations for carrying school law into effect; explains law; decides disputes; furnishes contracts to publishers for sale of textbooks; advises regarding courses of study in State Normal School; may revoke certificates; arranges time, place, and manner of holding examinations; issues certificates on recommendation of State board of education.

¹Indefinite.
⁴Wyoming has also a commissioner of education elected by the State board of education who executes the educational policies of the board under general supervision and direction of the State superintendent. The salary of the commissioner is \$3,000 per annum.

STAFFS OF STATE DEPARTMENTS OF EDUCATION.

Up to a comparatively recent date State departments of education were small organizations devoting themselves almost entirely to routine, clerical, and statistical work, the staff consisting usually of the State superintendent and a very few clerks. Considerable enlargement of these departments has been made in most of the States in recent years. This is due to changing conditions in education whereby the duties of the State departments have been enlarged greatly, the need of field workers to assist local communities and school officers in solving educational problems, the enactment of the Federal vocational education law, compulsory education, provision for physical education, Americanization, teacher-placement, pensions, etc. The growth of State departments in the South may be attributed almost entirely to two factors: The addition of field workers in rural and secondary education through help furnished by the General Education Board and the addition of directors and supervisors of vocational education due to the enactment of the Smith-Hughes law.

The number of persons necessary to perform efficiently the work of a State department depends largely upon the size of the State, the nature and size of the population, and the diversity of its educational interests. For instance, the New York State Department of Education, which has under its jurisdiction the State museum, the State library, the State library school, higher educational institutions, and the care and upkeep of the large educational building, naturally requires a much larger staff than do the State departments of other States.

This question of the size of a State department was discussed by State Supt. C. P. Cary, of Wisconsin, in February, 1920, at the meeting of the Department of Superintendence of the National Education Association. He stated ² that in a State the size of Wisconsin or Indiana a State department can reach a high degree of efficiency with a force of about 40 persons, including stenographers and clerks, but not including museum directors, attendance officers, examiners for teachers' licenses and the like, and that of the 40 persons about a dozen should be stenographers and clerks. Of the remainder there should be "at least one man to look after the general correspondence, one to look after appeal cases and questions of law, a statistician with enough training and experience to interpret educational statistics, and a first assistant. This would leave approximately 25 persons who would spend a large share of their time (at least three-fourths during the period schools are in session) in field work." The

² School and Society, Mar. 29, 1920, p. 341.

number of persons assigned to various duties would be about as follows:

Supervisors of educational tests and measurements.....	2
Supervisors of rural schools.....	4
Supervisor of rural teacher training.....	1
Supervisors of grade work in cities.....	4
Supervisors of high schools.....	3
Supervisor of manual training.....	1
Supervisor of domestic science.....	1
Psychologists and supervisors of exceptional classes.....	2
Director of physical education.....	1
Supervisor of education of deaf and blind.....	1
Supervisors of village and graded rural schools.....	3
Supervisor of music.....	1
Supervisor of drawing.....	1
School architect.....	1

The above list comprises 26 positions, and does not provide for all the functions exercised by some of the State departments. For instance, the comparatively small department of South Carolina of 23 persons, including 7 persons who are merely lent to or cooperate with the department, has a supervisor of mill schools, a supervisor of colored schools, a supervisor of adult schools and night schools, a school community organizer, and two members of the board of examiners, none of which is included in the 41 positions specified by Supt. Cary. Neither does Supt. Cary's list provide for the supervision of vocational education, which, in most of the States, has been assigned to the State department of education.

It is evident, therefore, that no hard and fast rule as to the personnel of State departments can be laid down, but it is a fact that very few of the departments, even in the larger States, have as many as 40 persons on their staffs. Most of the departments are seriously undermanned, and it is difficult to see how the duties devolved upon them can be performed promptly and efficiently. As a rule, the clerical staff is not sufficiently large to perform the routine and clerical work, much of which, therefore, devolves upon the small supervisory staff. It is wasteful and extravagant to require a \$3,000 or \$5,000 specialist to do the work that can be done easily, and frequently better, by a \$1,000 or \$1,200 clerk.

On pages 39 to 48 will be found a list of the positions in each of the State departments of education, together with the salary attached to each position in so far as the data were reported by the departments. The information is practically complete for all the States. Conditions have improved considerably in most of the States during the past five years, both in the number of employees and in the salaries paid. The State department which has had the most thorough reorganization in that time is undoubtedly that of Pennsylvania, which

has been completely reorganized and greatly enlarged with more adequate salaries under the superintendency of Dr. Finegan. An examination of the organization lists shows, however, that in most of the State departments the salaries are still lamentably low and very inadequate.

On pages 37 and 38 is a tabular statement showing the salaries attaching to certain positions in the departments having such positions. Wherever there are several positions having the same title but different salaries the highest salary is given in that table.

With respect to the salary of the chief State school officer, it is found that the salaries range from \$2,000 in Nebraska to \$12,000 in Pennsylvania. Two States, New Jersey and New York, pay \$10,000; Connecticut pays \$9,000, Maryland \$8,000, and two States, Illinois and Massachusetts, pay \$7,500; in six States the salary of the State superintendent is less than \$3,000. In all the States paying less than \$4,000 the State superintendent is elected by vote of the people. In nine different State departments there are members of the staff who receive salaries higher than those paid the State superintendents.

With respect to the salaries of members of the department, State Supt. Cary, in the address previously referred to, gave it as his opinion—

that \$2,500 ought at the present time to be a minimum for women and \$3,000 a minimum for men. I would not undertake to place a maximum, but it should be sufficiently high to secure men of great enthusiasm and energy, with the best modern training and with splendid social qualities. They should certainly be equal in every essential respect to the men who serve as professors of education in our best universities.³

In Pennsylvania and New York most of the principal members of the staffs receive between \$4,000 and \$5,500 per annum.

³ School and Society, Mar. 20, 1920, p. 342.

Salaries of certain officers in State departments of education.

State.	Sate superintend-ent or com- missioner of education.	Chief of ad- ministrative super- intendent.	Deputy or as-sistant super- intendent.	Supervi- sor of rural schools.	Supervi- sor of high schools.	Dir-ec-tor of voca-tional education.	Supervi- sor of agri-culture.	Supervi- sor of trades and in- dustry.	Supervi- sor of home eco-nomics.	Dir-ec-tor of physi-cal education.	Dir-ec-tor of Ameri-can organiza-tion.	Dir-ec-tor of teacher place-ment.	Super-visor of teacher train-ing.	Statisti-cian.	Secre-tary of retire-ment or pension fund.
Alabama	\$5,000	\$4,000	\$2,400	\$3,500	\$4,000	\$4,000	\$3,000	\$2,400	\$3,000	\$2,400	\$3,000	\$3,000	\$14,000	\$3,000
Arizona	3,300	2,700	2,000	3,500	3,500	3,500	2,300	2,700	2,200	2,300	2,700	2,200	2,500	2,400
Arkansas	2,500	1,800	1,500	3,000	3,000	3,000	4,000	4,000	4,000	3,600	3,600	3,600	3,600	2,400	\$1,920
Colorado	3,000	2,100	2,000	3,000	3,000	3,000	4,000	4,000	4,000	3,600	3,600	3,600	3,600	1,500
Connecticut	9,000	5,000	3,500	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	3,000	3,250
Delaware	5,000	3,600	2,200	3,000	3,000	3,000	4,600	4,600	4,600	4,300	4,300	4,300	4,300	1,800
Florida	4,500	3,000	2,400	2,000	3,500	3,500	3,500	3,500	3,500	3,000	3,000	3,000	3,000	1,800
Georgia	4,500	3,000	2,400	2,000	2,700	2,700	3,200	3,200	3,200	2,600	2,600	2,600	2,600	2,400
Idaho	4,000	3,000	2,400	2,000	2,500	2,500	3,500	3,500	3,500	3,000	3,000	3,000	3,000	2,500
Illinois	7,500	5,000	3,420	2,600	4,800	4,800	6,000	6,000	6,000	3,800	3,800	4,000	3,000	2,400	3,600
Indiana	5,000	3,000	2,400	2,000	3,200	3,200	4,000	4,000	4,000	3,700	3,700	4,000	3,000	2,400	3,600
Iowa	4,000	2,700	1,800	2,400	2,000	2,000	3,600	3,600	3,600	2,700	2,700	2,700	2,700	2,400	3,600
Kansas	3,000	2,200	1,650	2,000	2,000	2,000	2,000	2,000	2,000	2,500	2,500	2,500	2,500	2,200	3,600
Kentucky	4,000	2,500	2,000	1,500	3,500	3,500	3,500	3,500	3,500	3,000	3,000	3,000	3,000	2,500	3,600
Louisiana	5,000	3,000	3,000	4,500	4,000	4,000	5,000	5,000	5,000	3,000	3,000	3,000	3,000	3,000	3,600
Maine	4,600	3,250	2,000	4,250	4,250	4,250	5,000	5,000	5,000	2,400	2,400	2,400	2,400	2,200	3,600
Maryland	8,000	6,000	5,000	3,120	3,450	3,450	3,750	3,750	3,750	2,750	2,750	2,750	2,750	2,500	3,600
Massachusetts	4,000	3,000	1,500	1,500	2,500	2,500	5,000	5,000	5,000	3,600	3,600	3,600	3,600	1,500	3,600
Michigan	5,000	3,000	3,000	3,200	6,100	6,100	3,500	3,500	3,500	3,000	3,000	3,000	3,000	2,500	3,600
Minnesota	4,500	3,000	2,800	2,800	2,400	2,400	2,500	2,500	2,500	2,000	2,000	2,000	2,000	2,400	3,600
Mississippi	8,4,200	3,600	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,400	3,600
Missouri	5,000	3,000	2,800	2,800	2,400	2,400	2,500	2,500	2,500	2,000	2,000	2,000	2,000	2,400	3,600
Montana	3,600	2,500	2,000	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Nebraska	2,000	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800

¹ Assistant commissioner.² Supervisor of elementary education.³ Director of investigations and surveys.⁴ Half time.⁵ Part time.⁶ Is also director of vocational education.⁷ Is also secretary of retirement fund.⁸ Includes \$1,200 as executive officer vocational education board.

Salaries of certain officers in State departments of education—Continued.

State, or territory, or district of education.	State super- intend- ent or as- sist- ant com- mis- sioner of edu- cation.	Chief of ad- minis- trative division or chief clerk.	Super- visor of rural schools.	Super- visor of high schools.	Dir- ec- tor of voca- tional edu- cation.	Super- visor of agricul- ture edu- cation.	Super- visor of home econ- omies.	Dir- ec- tor of physi- cal edu- cation.	Dir- ec- tor of Ameri- caniza- tion.	Dir- ec- tor of teacher train- ing.	Se- cre- tary of retire- ment or pension fund.	
Nevada.....	\$3,600	7,200	\$3,000	4,500
New Hampshire.....	5,000	10,000	5,000	5,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
New Jersey.....	3,000	3,000	2,250	2,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
New Mexico.....	10,000	10,000	7,000	4,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
New York.....	4,000	3,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
North Carolina.....	3,000	2,500	2,500	2,500	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
North Dakota.....	2,500	2,500	2,500	2,500	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Ohio.....	3,000	3,000	2,100	2,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Oklahoma.....	2,500	2,500	2,500	2,500	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Oregon.....	3,000	3,000	2,640	2,640	2,640	2,640	2,640	2,640	2,640	2,640	2,640	2,640
Pennsylvania.....	12,000	7,500	5,000	5,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000
Rhode Island.....	6,000	3,000	1,310	1,310	2,400	3,500	3,500	3,500	3,500	3,500	3,500	3,500
South Carolina.....	2,500	2,520	2,400	2,400	2,400	3,300	3,300	3,300	3,300	3,300	3,300	3,300
South Dakota.....	3,600	3,600	2,000	2,000	3,000	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Tennessee.....	4,000	2,700	3,300	3,300	2,600	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Texas.....	4,000	4,000	3,300	3,300	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Utah.....	4,500	4,500	3,850	3,850	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Vermont.....	3,000	3,000	3,060	3,060	2,100	2,640	4,500	4,500	4,500	4,500	4,500	4,500
Virginia.....	5,000	5,000	4,500	4,500	3,250	2,400	3,000	3,000	3,000	3,000	3,000	3,000
Washington.....	5,000	5,000	4,500	4,500	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
West Virginia.....	3,000	3,000	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Wisconsin.....	5,000	5,000	4,500	4,500	3,250	2,400	3,000	3,000	3,000	3,000	3,000	3,000
Wyoming.....	3,000	3,000	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100

1. Assistant commissioner.

4. Half time.

5. Part time.

6. Is also director of vocational education.

7. Is also secretary of retirement fund.

MEMBERS OF STAFFS OF STATE DEPARTMENTS OF EDUCATION AND SALARIES PAID EACH.

ALABAMA.

State superintendent of education	\$5,000
Assistant superintendent, and director of teacher training	4,000
Chief clerk	2,400
2 bookkeepers	each.. 1,800
Filing clerk	1,500
Certification and placement secretary	3,500
Assistant certification and placement secretary	2,100
Reading circle secretary	2,100
Teacher-training supervisor for Negro schools	1,800
Statistician	3,000
2 supervisors of rural schools	each.. 3,500
Supervisor of construction	3,300
Architectural draftsman	2,500
Specialist in primary education	2,250
Specialist in elementary education	2,100
Supervisor of secondary education	4,000
Assistant supervisor of secondary education	3,000
Director of physical and health education	3,000
Director of vocational education	4,000
Supervisor of agriculture	3,000
Supervisor of trades and industry	3,000
Supervisor of home economics	2,400
Secretary for exceptional education	2,400
10 stenographers	total.. 12,060

Total

83,010

ARIZONA.

State superintendent of public instruction	3,300
Deputy superintendent of public instruction	2,700
3 stenographers	each.. 1,500
3 members board of examiners	do.. 300
Director of vocational education	3,600
State supervisor of home economics	2,200
State supervisor of agriculture	2,500
State supervisor of trades and industry	2,700
2 stenographers	each.. 1,200

Total

24,800

ARKANSAS.

State superintendent of public instruction	2,500
Deputy superintendent of public instruction	1,800
Assistant deputy superintendent of public instruction	1,200
High-school inspector ¹	3,500
3 rural school agents ¹	each.. 3,500
2 clerks ¹	total.. 1,980
State supervisor of agriculture ²	4,000
State supervisor trades and industries ²	4,000
State supervisor home economics ²	3,000
Supervisor teacher-training vocational agriculture	2,500
Clerk	1,200

Total

36,180

CALIFORNIA.

State superintendent of public instruction	\$5,000
Deputy superintendent of public instruction	3,000
Assistant superintendent in charge of Americanization	3,000
Commissioner of elementary schools	4,000
Commissioner of secondary schools	4,000
Commissioner of industrial and vocational education	4,000
Supervisor of trade and industrial instruction	3,600
Supervisor of agricultural instruction	3,600
Supervisor of teacher-training courses in home economics	3,600
Supervisor of physical education	3,600
3 assistant supervisors of physical education	each.. 2,400
Secretary, commission on credentials	3,000
Assistant secretary, commission on credentials	1,620
Assistant secretary, State board of education	2,100
Assistant secretary, retirement board	1,920
Statistician	2,400
Bookkeeper	2,100
Do	1,920
Secretary to State superintendent	1,800
Assistant statistician	1,260
Assistant bookkeeper	1,440
Attendance agent	1,680
2 stenographers	each.. 1,500
Do	do.. 1,380
Stenographer	1,260
Do	1,200
Do	1,080
9 stenographers	each.. 1,020
Stenographer	900
3 clerks	each.. 1,320
Clerk	1,200
Messenger	780

Total

89,730

COLORADO.

State superintendent of public instruction	3,000
Deputy State superintendent of public instruction	2,100
Rural-school supervisor	1,800
Statistician	1,500
Assistant librarian	1,500
State teacher of adult blind	1,500
Secretary to State teacher of adult blind	1,000
2 stenographers	each.. 1,200
Clerk	1,200

Total

16,000

CONNECTICUT.

Commissioner of education	9,000
Chief clerk	3,500
Supervisor of secondary education	5,000
Supervisor of elementary education	5,000
38 supervising agents	2,200-4,500
Director of trade and vocational education	5,000
Director of accounts and purchases	3,000

* Loaned to department by State university.

¹ Receive salaries from General Education Board.

CONNECTICUT—Continued.

Director of Americanization.....	\$3,000
Supervisor of evening schools.....	3,000
Director of investigations and surveys.....	3,250
Supervisor of attendance and employment.....	3,000
8 attendance agents.....each..	1,800
6 school nurses.....do.....	1,500
Supervisor of examinations and certificates.....	2,500
35 clerks.....	800-1,750

Total..... ³ 233,875

DELAWARE.

Commissioner of education.....	5,000
Assistant commissioner of education.....	3,600
Director of vocational education and teacher trainer.....	4,600
Supervisor of vocational agriculture.....	3,500
Supervisor of vocational home economics.....	2,500
Supervisor of trades and industries.....	4,500
Stenographer.....	1,500
Do.....	1,200

Total..... 26,400

FLORIDA.

State superintendent of public instruction.....	3,600
2 rural school inspectors.....each..	2,000
State agent for Negro rural schools.....	3,000
High-school inspector.....	3,000
Chief clerk.....	2,200
Statistician.....	1,800
Certificate and Smith-Hughes clerk.....	1,800
2 stenographers.....each..	1,200
3 members State board of examiners.....do.....	2,000
State director for vocational education.....	3,000
Supervisor of agricultural education.....	3,000
Supervisor of trades and industries.....	3,000
Supervisor of home economics.....	2,000

Total..... 38,800

GEORGIA.

State superintendent of schools.....	4,500
3 State supervisors for rural schools.....each..	3,000
Rural school agent ⁴	3,500
Special supervisor for Negro work ⁴	3,500
State school auditor.....	3,000
State high school inspector ⁴	3,500
Clerk.....	2,000
Secretary.....	1,800

Vocational Education.

Supervisor of agriculture.....	3,500
Supervisor of trades and industries.....	3,600
Supervisor of home economics.....	2,400

Grand total..... 40,300

IDAHO.

State commissioner of education.....	6,000
State superintendent of public instruction.....	2,400
Business agent and auditor.....	2,700
Assistant to State superintendent.....	2,000
Chief clerk.....	1,500
Certification clerk.....	1,500
Bookkeeper.....	1,380
2 stenographers.....	1,320

³ An average used for supervising agents and clerks.

⁴ Paid by General Education Board.

IDAHO—Continued.

Vocational Education.

State director of vocational education.....	\$3,200
State supervisor of home economics and teacher training.....	2,400
State supervisor of agriculture and teacher training.....	2,600
Assistant State supervisor of trades and industries and teacher training.....	2,550
Assistant State supervisor of trades and industries (mining).....	2,600
Stenographer.....	1,320

Grand total..... 34,850

ILLINOIS.

State superintendent of public instruction.....	7,500
Supervisor of high schools.....	4,800
Do.....	3,360
3 assistant superintendents for duty as—	
Supervisor rural and elementary schools.....	3,420
Do.....	3,420
Head of legal department.....	3,420
Chief clerk.....	2,616
Textbook clerk.....	2,400
Statistical clerk.....	2,400
Do.....	2,304
Clerk.....	2,000
2 stenographers.....each..	1,260
3 stenographers.....do.....	1,200
Messenger.....	1,080

State Examining Board for County Certificates.

Secretary.....	3,420
Stenographer.....	1,200
Board of Trustees for Illinois State Teachers' Pension and Retirement Fund.	
Secretary.....	3,600
2 clerks.....each..	1,200
2 stenographers.....do.....	1,200

Board for Vocational Education.

Supervisor of industrial education.....	4,000
Supervisor of agricultural education.....	3,800
Supervisor of home-economics education.....	3,000
Assistant supervisor of industrial education.....	2,400
Assistant supervisor of agricultural education.....	2,400
Clerk.....	1,890
2 stenographers.....each..	1,200
Official adviser on the recognition of schools of music.....	Expenses.
Official adviser on the recognition of kindergartens.....	Expenses.
3 official advisers on the recognition of colleges and universities.....	Expenses.
3 deputy examiners for entrance into dental and medical colleges.....	Fees.

Grand total..... ⁵ 77,660

INDIANA.

State superintendent of public instruction.....	\$5,000
Assistant superintendent of public instruction.....	3,000
Deputy superintendent of public instruction.....	1,800
High school inspector.....	2,500
Director of vocational education.....	6,000

⁵ Exclusive of expenses and fees.

INDIANA—Continued.

Supervisor of teacher training.....	\$3,000
Clerk of manuscript department.....	2,300
State director of agriculture.....	3,700
State director of home economics.....	2,000
Clerk.....	1,400
2 stenographers..... each.....	1,400
7 stenographers..... do.....	1,200
Total.....	41,900

IOWA.

State superintendent of public instruction.....	4,000
Deputy State superintendent of public instruction.....	2,700
Chief clerk.....	1,800
Secretary to State superintendent.....	1,500
Inspector of normal training high schools.....	2,400
Inspector of consolidated schools.....	2,400
Inspector of graded and high schools.....	2,400
Inspector of rural schools.....	2,400
State director of vocational education.....	3,600
Supervisor of trades and industries.....	3,000
Assistant supervisor of agriculture.....	2,700
Supervisor of home economics.....	2,200
Clerk.....	1,020
Secretary, educational board of examiners.....	1,800
3 stenographers..... each.....	1,200
Director of the teachers' placement bureau (half time).....	1,200
4 clerks..... each.....	1,200
Clerk.....	960
Total.....	44,420

KANSAS.

State superintendent of public instruction.....	3,000
Assistant State superintendent of public instruction.....	2,200
Chief clerk.....	1,650
Statistical clerk.....	1,200
2 stenographers..... each.....	1,000
Secretary, State board of education.....	2,400
Stenographer to secretary, State board of education.....	1,200
2 high-school supervisors..... each.....	2,000
2 rural-school supervisors..... do.....	2,000

Vocational Education.

State director of vocational education (one-half time).....	2,000
State supervisor of vocational agriculture.....	2,500
Stenographer.....	1,200
Grand total.....	27,350

KENTUCKY.

State superintendent of public instruction.....	4,000
State supervisor of high schools ¹	3,500
3 State rural-school supervisors ¹ each.....	3,500
State supervisor and director of vocational education.....	3,000
State supervisor of home economics education.....	2,700
Director of physical education.....	4,000
Chief clerk.....	2,500
1 clerk.....	1,500
Do.....	1,200
Do.....	1,000
2 stenographers..... each.....	1,500
3 stenographers..... do.....	1,200

Bureau of Inspection.

2 inspectors..... each.....	1,000
Grand total.....	42,500

LOUISIANA.

State superintendent of education.....	\$5,000
State high-school inspector.....	4,000
Assistant State high-school inspector.....	3,600
Chairman State teachers' examining committee and State institute conductor.....	4,000
State rural-school supervisor.....	4,000
Assistant State rural-school supervisor.....	3,000
Do.....	3,000
State director of physical training.....	3,600
State agent of rural schools for Negroes.....	4,500
Assistant State agent of rural schools for Negroes.....	3,600
State supervisor of Jeanes teachers (Negro).....	1,200
State Rosenwald building agent (Negro).....	1,500
State supervisor of agricultural schools.....	3,600
State director of agricultural teacher-training.....	3,600
State supervisor of home economics.....	3,000
Assistant State supervisor of home economics.....	2,400
Chief clerk.....	3,000
Clerk.....	2,400
Do.....	1,800
5 clerks..... each.....	1,200
Porter.....	900
Total.....	67,700

MAINE.

State superintendent of public schools.....	4,600
Deputy State superintendent of public schools.....	3,250
Agent for secondary education.....	2,730
Agent for unorganized territory.....	2,700
Agent for rural education.....	3,200
Do.....	2,700
State director of vocational education.....	2,700
State supervisor of agricultural education.....	2,400
State supervisor of trades and industries.....	2,400
State supervisor of home economics.....	1,700
Secretary.....	1,200
2 clerks..... each.....	1,000
Clerk.....	936
2 clerks..... each.....	900
Clerk.....	800
2 clerks.....	780
Total.....	36,646

MARYLAND.⁶

State superintendent of schools.....	8,000
Assistant superintendent of schools.....	6,000
Supervisor of high schools.....	4,250
Supervisor of high schools.....	4,000
Supervisor of rural schools.....	4,250
Supervisor of vocational education.....	5,000
Supervisor of physical education.....	5,000
Supervisor of colored schools.....	4,000
Supervisor of public school music.....	3,000
Executive secretary.....	3,000
Chief clerk.....	2,000
Credential clerk.....	1,800
Bookkeeper.....	1,200
2 stenographers..... each.....	1,200
Stenographer.....	1,000
Total.....	55,900

¹ Receive salaries from General Education Board.⁶ State department reports that it is looking also for a specialist in measurements at \$5,000 or \$6,000.

MASSACHUSETTS.

Commissioner of education.....	87,500
2deputy commissioners of education.each..	5,000
Business agent.....	3,120
Director of Americanization.....	4,200
Assistant in Americanization.....	2,200
Agent in charge of teacher-training division.	3,500
Agent in charge of teacher-training courses for agricultural schools.....	3,150
Agent in charge of training courses for industrial teachers.....	3,300
Administrative agent.....	2,340
Agent in charge of teacher training for day and evening household arts schools.....	2,340
Assistant in teacher training for day and evening household arts schools.....	1,560
Associate in teacher-training division.....	1,930
Agent in charge of agricultural schools.....	3,750
Supervisor of day and evening schools for boys and men.....	3,750
Agent for high schools.....	3,750
Agent for elementary schools.....	3,450
Agent for research and statistics.....	3,300
Agent in charge of registration of teachers..	2,820
Agent in charge of day and evening schools for girls and women.....	2,160
Assistant in evening practical arts schools.	1,560
Associate in education.....	1,200
Director of university extension.....	5,000
Agent in charge of extension classes in industrial subjects.....	3,060
Agent in charge of correspondence instruction.....	2,580
Editor and supervisor of extension instruction.....	3,060
Normal instructor, extension division.....	1,680
Do.....	1,560
Do.....	1,440
4 normal instructors, extension division, each.....	1,320
Normal instructor, extension division.....	1,300
2 normal instructors, extension division, each.....	1,260
Normal instructor, extension division.....	1,200
Do.....	1,140
Do.....	1,080
Bookkeeper.....	1,680
Stenographer.....	1,680
Do.....	1,560
Do.....	1,330
Do.....	1,260
Do.....	1,200
2 stenographers.....	1,140
5 stenographers.....	1,080
6 stenographers.....	1,020
4 stenographers.....	960
5 stenographers.....	900
2 stenographers.....	810
Stenographer.....	730
2 stenographers.....	750
Chief clerk.....	2,160
Clerk.....	1,800
Do.....	1,560
Do.....	1,260
2 clerks.....	1,080
Do.....	1,020
Do.....	960

MASSACHUSETTS—Continued.

Clerk.....	\$900
9 clerks.....	840
7 clerks.....	780
5 clerks.....	600
11 clerks.....	600
Total.....	173,410

MICHIGAN.

State superintendent of public instruction.	4,000
Deputy superintendent of public instruction.....	3,000
2 assistant superintendents of public instruction.....	2,500
High-school inspector.....	2,500
Director of physical education.....	3,000
Chief clerk.....	1,500
County normal supervisor.....	1,500
2 editors.....	1,500
Director of vocational education for adult blind.....	1,500
Assistant director of vocational education for adult blind.....	900
Clerk for vocational education for adult blind.....	450
Textbook clerk.....	1,400
Shipping clerk.....	1,400
Chief statistician.....	1,500
Statistician.....	1,200
3 statisticians.....	1,100
Statistician.....	1,000
3 stenographers.....	1,300
Stenographer.....	1,200
Do.....	1,100
2 stenographers.....	1,000
Janitor.....	800

Vocational Education.

Acting State director of vocational education?	1,500
Supervisor of agricultural education.....	5,000
Supervisor of industrial education.....	5,000
Supervisor of home economics education?	600
Clerk.....	1,300

Grand total..... 58,550

MINNESOTA.

Commissioner of education.....	5,000
Deputy commissioner of education.....	3,500
Inspector of rural schools.....	3,200
Assistant inspector of rural schools.....	3,000
Do.....	2,250
Inspector of high schools and director of vocational education.....	4,000
Inspector of elementary schools.....	3,500
Inspector of teacher-training schools.....	3,500
Assistant inspector of high and graded schools.....	3,000
Supervisor of agricultural education.....	3,000
Supervisor of trade and industrial education.....	3,000
Supervisor of home-economics education..	2,800
Inspector of buildings and director of special classes.....	3,500
Director of libraries.....	2,500
Supervisor of school libraries and field organizer.....	2,250
Librarian.....	1,500
Reference librarian.....	1,350

Part time only.

MINNESOTA—Continued.

Director of employment bureau and secretary of the teachers' retirement fund association.....	\$3,600
Director of reeducation of injured persons.....	3,500
Inspector of education.....	3,000
Placement officer.....	1,600
Accountant and statisticien.....	2,700
Certificate clerk.....	1,500
Secretary to commissioner.....	1,500
Secretary employment bureau.....	1,500
2 stenographers and clerks.....each..	1,380
Stenographer and clerk.....	1,260
4 stenographers and clerks.....each..	1,200
Do.....do.....	1,080
2 stenographers and clerks.....do.....	1,020
Stenographer and clerk.....	960
Clerk.....	1,020
Do.....	960
2 clerks.....each..	900
Clerk.....	780
Total.....	87,210

MISSISSIPPI.

State superintendent of education.....	4,500
Assistant State superintendent of education.....	3,000
State high-school inspector ⁴	3,500
State rural-school supervisor ⁴	3,500
State supervisor of Negro schools ⁴	3,000
2 assistant supervisors of Negro schools (colored) ⁴each..	2,500
State director vocational agricultural education.....	3,750
Assistant director vocational agricultural education.....	2,500
State supervisor of home economics.....	2,500
State supervisor trade and industrial education.....	2,750
Director of health education.....	4,000
President State board of examiners.....	\$ 1,000
2 members State board of examiners.....each..	\$ 800
Secretary State board of examiners.....	1,200
Clerk to rural-school agents ⁴	1,500
Clerk to vocational directors.....	1,800
Clerk to high-school supervisor.....	1,800
2 clerks.....each..	1,800
2 clerks.....each..	1,200
Total.....	52,900

MISSOURI.

State superintendent of public schools.....	3,000
Chief assistant.....	2,800
Teacher-training inspector.....	2,500
2 high-school inspectors.....each..	2,400
3 rural-school inspectors.....each..	2,400
Statistician.....	2,400
Stenographer.....	1,500
2 stenographers.....each..	1,320
2 clerks.....each..	1,320

Vocational Education.

Executive officer (State superintendent)...	1,200
Director of vocational education.....	4,000
Supervisor of trades and industry.....	3,000
Supervisor of agriculture.....	3,000
Supervisor of home economics.....	2,500
Stenographer.....	1,320

Grand total..... 44,500

⁴ Paid by General Education Board.

MONTANA.

State superintendent of public instruction.....	\$3,000
Deputy State superintendent of public instruction.....	2,500
High-school supervisor.....	2,500
2 rural-school supervisors.....each..	2,500
Vocational director.....	2,500
Certification clerk.....	1,500
2 stenographers.....each..	1,200
Total.....	19,400

NEBRASKA.

State superintendent of public instruction.....	2,000
Deputy State superintendent of public instruction.....	1,800
First assistant superintendent (rural-school inspector).....	1,800
Second assistant superintendent (county certificates).....	1,800
Third assistant superintendent (city certificates).....	1,800
Inspector of normal training.....	2,000
Assistant inspector of normal training.....	1,800
Secretary of normal training, bookkeeper and statistician.....	1,200
Secretary.....	1,200
Stenographer.....	1,030
Do.....	1,080
Do.....	960
2 clerks of examinations.....each..	1,200
Clerk of examinations (half time).....	660

Vocational Education.

Director of vocational education.....	3,000
Supervisor of agricultural education.....	3,000
Supervisor of home-economics education.....	3,000
Supervisor of trade and industrial education.....	3,000
Grand total.....	33,500

NEVADA.

State superintendent of public instruction.....	3,600
Office deputy and secretary of the teachers' retirement salary fund.....	2,400
Secretary to the superintendent.....	1,500

Vocational Department.

State director and supervisor of agriculture.....	3,000
Supervisor of trades and industries.....	2,750
Supervisor of home economics.....	2,500

Grand total..... 15,750

NEW HAMPSHIRE.

Commissioner of education.....	5,000
2 deputy commissioners of education.....each..	4,000
Deputy commissioner of education.....	3,250
Do.....	3,000
Supervisor of agriculture.....	2,600
Supervisor of health.....	1,750
Accountant.....	2,400
Inspector of child welfare.....	1,900
Inspector of child labor.....	1,700
Do.....	1,600
Registrar.....	1,100
Clerk, State board of education.....	1,200
Secretary to the commissioner.....	1,200
Stenographer.....	1,000
Do.....	900
2 stenographers.....each..	720
Stenographer.....	600
Office of information clerk.....	720

Grand total..... 39,360

⁸ Approximately; fees.

NEW JERSEY.

Commissioner of education	\$10,000
4 assistant commissioners of education, each.....	5,000
Director of physical training.....	5,000
Business manager.....	4,500
Secretary, State board of examiners.....	4,000
Inspector of buildings.....	3,300
Supervisor of industrial education.....	3,200
Auditor of accounts.....	2,540
Inspector of accounts.....	2,460
12 clerks.....total..	19,950
Professor of chemistry for the training of home-economics teachers.....	1,550
Inspector of training of home economics teachers.....	2,400
Assistant supervisor of agriculture and in- structor for training teachers of agriculture.....	4,000
Instructor for training teachers of agriculture.....	1,400
Assistant for training teachers in trades and industries.....	4,000
Assistant for trades and industries.....	3,000
Assistant professor for training teachers of home economics.....	2,300
Associate professor of physics.....	1,033
Associate professor of farm mechanics.....	1,350
Instructor in clothing.....	2,100
Stenographer.....	849
Do.....	1,180
Total.....	100,103

NEW MEXICO.

State superintendent of public instruction..	3,000
Assistant superintendent of public instruc- tion.....	2,250
Chief clerk.....	2,000
State director of industrial education.....	2,800
Assistant clerk.....	1,500
2 stenographers.....each..	1,200
Stenographer.....	900
State supervisor of trades and industries..	2,500
State supervisor of agriculture.....	2,700
4 members board of examiners.....each..	700
Total.....	22,850

NEW YORK.

Commissioner of education	10,000
Secretary to the commissioner.....	2,350
Deputy commissioner of education and counsel.....	7,000
Assistant commissioner and director of pro- fessional education	6,000
Assistant commissioner for secondary edu- cation or director.....	5,500
Assistant commissioner for elementary edu- cation or director.....	5,500
3 directors.....each..	5,500
2 directors.....do..	4,250
Chief of division.....	4,500
Do.....	4,000
2 chiefs of division.....each..	3,750
3 chiefs of division.....do..	3,500
Chief of division.....	3,250
Auditor.....	4,000
4 assistants.....each..	3,500

NEW YORK—Continued.

Assistant.....	\$3,250
Do.....	2,850
Do.....	2,550
Do.....	2,250
Do.....	2,100
Do.....	2,000
Do.....	1,600
Do.....	1,500
Editor.....	3,250
Cashier.....	2,750
Secretary.....	4,500
Do.....	4,000
Do.....	3,000
Do.....	2,250
Specialist.....	5,500
Do.....	4,000
Do.....	3,500
9 specialists.....each..	3,250
Do.....do..	3,000
6 specialists.....do..	2,750
Specialist.....	2,400
2 specialists.....each..	2,200
Do.....do..	2,000
2 inspectors.....do..	3,000
5 inspectors.....do..	2,750
2 inspectors.....do..	2,500
Do.....do..	2,250
3 inspectors.....do..	2,000
3 inspectors.....do..	1,900
3 inspectors.....do..	1,800
Inspector.....	1,500
2 examiners.....each..	1,900
Examiner.....	1,700
5 examiners.....each..	1,600
8 examiners.....do..	1,320
2 examiners.....do..	1,200
Do.....do..	1,140
5 teachers of physical education.....do..	1,700
8 teachers of physical education.....do..	1,600
5 teachers of physical education.....do..	1,500
Confidential stenographer.....	1,800
Hearing stenographer.....	1,700
2 stenographers.....each..	1,600
5 stenographers.....do..	1,500
3 stenographers.....do..	1,400
Do.....do..	1,320
2 stenographers.....do..	1,260
Do.....do..	1,200
4 stenographers.....do..	1,140
5 stenographers.....do..	1,020
8 stenographers.....do..	900
11 stenographers.....do..	840
2 clerks or stenographers.....do..	1,020
5 clerks or stenographers.....do..	900
3 clerks or stenographers.....do..	840
2 clerks or stenographers.....do..	720
Clerk or engrosser.....	1,320
Clerk or bookkeeper.....	1,020
Clerk and secretary of museum.....	2,500
Clerk.....	2,100
Do.....	2,000
2 clerks.....each..	1,800
5 clerks.....do..	1,600
3 clerks.....do..	1,500
6 clerks.....do..	1,400
2 clerks.....do..	1,260
8 clerks.....do..	1,200

NEW YORK—Continued.

5 clerks.....	each.	\$1,140
Do.....	do.	1,080
7 clerks.....	do.	1,020
Clerk.....		960
6 clerks.....	each.	900
Do.....	do.	840
24 clerks.....	do.	780
13 clerks.....	do.	720
Do.....	do.	660
4 junior clerks or page.....	do.	660
3 junior clerks or page.....	do.	600
Messenger.....		1,380
Messenger or mailclerk.....		1,320
Do.....		1,200
Messenger or laborer.....		1,080
2 senior librarians.....	each.	3,000
Senior librarian.....		2,750
Do.....		2,500
4 senior librarians.....	each.	2,100
Senior librarian.....		2,000
Librarian.....		1,900
5 librarians.....	each.	1,800
4 librarians.....	do.	1,680
6 librarians.....	do.	1,500
3 librarians.....	do.	1,320
Do.....	do.	1,200
Librarian.....		1,020
Library assistant.....		1,140
Do.....		1,020
2 library assistants.....	each.	900
Do.....	do.	840
3 library assistants.....	do.	720
2 library assistants or clerks.....	do.	1,140
Do.....	do.	1,080
3 library assistants or clerks.....	do.	900
2 library assistants or clerks.....	do.	840
• Library assistant or clerk.....		780
3 library assistants or clerks.....	each.	720
3 scientific experts.....	do.	3,000
2 scientific experts.....	do.	2,500
Do.....	do.	1,900
Scientific experts.....		1,800
2 scientific experts.....	each.	1,440
Scientific assistant.....		1,080
scientific technician.....		1,600
Technical assistant.....		1,200
Do.....		1,200
Scientific draftsman.....		2,000
Custodian of museum collections.....		1,200
Chief engineer or supervising engineer.....		3,200
Storekeeper.....		1,840
Electrical engineer.....		2,000
Custodian of building or messenger.....		1,600
Assistant steam engineer.....		1,500
4 assistant steam engineers.....	each.	1,320
5 elevator men.....	do.	1,320
2 carpenters.....	do.	1,320
Roofers.....		1,320
Painter.....		1,320
General mechanical assistant.....		1,200
Electrician.....		1,320
Elevator repair man.....		1,320
8 orderlies or watchmen.....	each.	1,080
2 shippers.....	do.	1,200
Compositor.....		1,800
Compositor's apprentice.....		1,080
2 telephone operators.....	each.	1,080
8 laborers.....	do.	1,020
12 laborers.....	do.	900

NEW YORK—Continued.

11 porters.....	each.	\$900
4 cleaners.....	do.	660
30 cleaners.....	do.	540
<i>Americanization Bureau.</i>		
Specialist.....		4,250
2 assistants.....	each.	3,500
4 assistants.....	do.	3,000
5 assistants.....	do.	2,700
Assistant.....		2,500
6 assistants.....	each.	2,400
Do.....	do.	2,000
8 assistants.....	do.	1,800
5 teachers in Americanization work ..do.		1,500
Stenographer.....		1,200
Do.....		1,080
Do.....		840
Clerk.....		780
Library assistant.....		900
Grand total.....		\$22,900

NORTH CAROLINA.

State superintendent of public instruction.....		4,000
State agent for rural schools ¹		3,500
State agent for Negro rural schools ¹		3,500
Inspector of high schools ¹		3,500
Chief clerk.....		2,500
Clerk of loan fund.....		2,500
Supervisor of teacher training and secretary		
State board of examiners and institute		
conductors.....		3,500
Assistant secretary State board of examin-		
ers.....		1,800
Director of community-service bureau.....		3,500
Assistant director of community-service		
bureau.....		1,800
Director of schools for adult illiterates.....		2,000
6 members of board of examiners and insti-		
tute conductors	(each).	2,750
Director of vocational education.....		3,500
State supervisor of agriculture.....		2,700
State supervisor of home economics.....		2,000
State supervisor of trades and industries.....		2,700
Supervisor Jeanes teachers ¹		1,000
Assistant in schoolhouse-building campaign.....		1,000
6 clerks.....	total.	6,340
2 porters.....	do.	1,300
Total.....		69,140

NORTH DAKOTA.

State superintendent of public instruction.....		3,000
Deputy superintendent of public instruc-		
tion.....		2,500
Assistant superintendent of public instruc-		
tion.....		2,000
3 rural-school inspectors.....	each.	2,200
High-school inspector.....		2,200
Chief clerk.....		1,500
2 stenographers.....	each.	1,200
Total.....		20,200

OHIO.

Superintendent of public instruction.....		4,000
Assistant superintendent of public instruc-		
tion.....		2,500
Chief clerk.....		2,240
Statistician.....		2,400

¹ Receive salaries from General Education Board.

OHIO—Continued.

Examination clerk.....	\$2,040
2 high-schoolinspectors (fulltime) ..each..	2,240
6 high-schoolinspectors (halftime) ..do....	1,000
Inspector of teacher training.....	2,500
Secretary.....	1,636
Stenographer.....	1,320
3stenographers.....each..	1,080
Clerk.....	1,030

State Board of Education (Vocational Education).

Vocational supervisor.....	3,000
Assistant vocational supervisor.....	2,000
Supervisor of agriculture.....	2,800
Supervisor of home economics.....	2,700
Supervisor teacher training (halftime)	1,800
Supervisor teacher training (halftime)	2,500
Supervisor teacher training.....	3,800

Grand total..... 52,036

OKLAHOMA.

State superintendent of public instruction.....	2,500
Assistant superintendent of public instruc- tion.....	2,100
Secretary to the State superintendent.....	1,500
Chief clerk.....	2,000
Agricultural assistant.....	1,500
High-school inspector.....	2,400
2assistant high-schoolinspectors...each..	1,800
Rural-school supervisor ⁴	3,500
Rural-school supervisor.....	1,800
2stenographers.....each..	1,200
Secretary to State board of education.....	2,100
Stenographer.....	1,200

Total,..... 26,600

OREGON.

State superintendent of public instruction.....	3,000
Assistant State superintendent of public instruction.....	2,640
Field worker in industrial fairs.....	2,000
Secretary to the State board of education..	1,800

4 stenographers.....each..

Vocational Education.

State director of vocational education and supervisor of trades and industries.....	3,900
Supervisor of agriculture (halftime)	1,500
Supervisor of home economics—traveling expenses.....	200
Stenographer.....	1,260

Grand total..... 20,440

PENNSYLVANIA.

Superintendent of public instruction.....	12,000
First deputy superintendent of public in- struction.....	7,500
Second deputy superintendent of public instruction.....	6,000
Assistant to superintendent of public in- struction.....	4,000
Director, administration bureau.....	5,000
Assistant director, administration bureau..	4,000
Director, Americanization bureau.....	5,000
Supervisor, Americanization bureau.....	3,200
Do.....	3,600

⁴ Paid by General Education Board.

⁹ Exclusive of salaries of stenographers, clerks, and messengers; and with an average for the county supervisors.

PENNSYLVANIA—Continued.

Director, health education.....	\$1,000
Supervisor of physical education.....	3,600
Do.....	2,500
Supervisor of nutrition.....	3,000
Lecturer on health education.....	3,000
Director, attendance bureau.....	4,000
Assistant director, attendance bureau.....	3,250
5inspectors, attendance bureau.....each..	3,000
Director, rural-schools bureau.....	5,000
Assistant director, rural-schools bureau.....	4,000
Director, bureau of medical education and licensure.....	3,000
Director, teacher bureau.....	5,000
Assistant director, teacher bureau (voca- tional teacher training).....	5,000
Assistant director, teacher bureau.....	4,000
Assistant director, teacher bureau (teacher placement).....	3,600
Director, school inspection bureau.....	4,000
Inspector, high schools.....	4,000
Director, school-buildings bureau.....	4,000
2 draftsmen.....each..	3,000
Specialist in foreign languages.....	5,000
Specialist in social science.....	5,000
Specialist in English.....	5,000
Specialist in commercial education.....	4,500
Director, vocational education.....	5,000
Assistant director, industrial education.....	4,000
2 supervisors, industrial education.....each..	3,500
Supervisor of junior projects.....	4,000
Assistant director, agricultural education..	4,000
2 supervisors of agricultural education each.....	3,500
Assistant director, home economics.....	3,500
2 supervisors of home economics.....each..	2,500
Supervisor of continuation schools.....	5,000
12 county supervisors, male (agricul- ture).....	2,000-3,000
3 county supervisors, female (home eco- nomics).....	1,800-2,000
Supervisor of art instruction.....	6,000
Supervisor of music.....	3,000
Secretary of pension bureau (teachers' re- tirement fund).....	4,200
Secretary to superintendent.....	3,000
Bookkeeper.....	1,400
Librarian.....	1,400
Stenographers.....	900-1,800
Clerks.....	900-3,000
Messengers.....	900-1,400

⁹ 254,350

RHODE ISLAND.

Commissioner of education.....	6,000
Assistant commissioner.....	3,000
Secretary and deputy.....	3,000
Supervisor of trade and industrial educa- tion.....	3,000
Supervisor of agricultural education.....	2,500
Supervisor of home-economics education..	2,500
Supervisor of Americanization.....	1,800
Library visitor.....	1,300
Chief clerk.....	1,340
4 clerks.....each..	1,000

Total..... 28,440

SOUTH CAROLINA.

State superintendent of education.....	\$2,500
High-school inspectors ⁴	3,500
Supervisor of rural schools ⁴	3,500
Supervisor of rural schools.....	2,400
Supervisor of mill schools.....	2,400
Supervisor of colored schools ⁴	3,500
Supervisor of adult schools and night schools.....	2,100

School community organizer.....	1,900
Chief clerk.....	2,400
Bookkeeper.....	1,200
4 stenographers.....each..	1,200
2 members State board of examiners for teachers.....each..	3,000

College Professors Lent to the State Superintendent's Office.

Supervisor of agricultural instruction.....	3,500
Supervisor of trades and industries.....	3,500
Itinerant teacher trainer in trades and industries.....	2,800
School architect.....	3,500
Supervisor of home economics.....	2,400

Independent Unit in Cooperation with the State Superintendent's Office.

Registrar of teachers' employment bureau.....	1,800
Stenographer.....	900

Grand total..... 54,600

SOUTH DAKOTA.

State superintendent of public instruction.....	12,2400
Deputy superintendent of public instruction.....	2,520
Assistant superintendent of public instruction.....	2,400
Chairman of board of examiners.....	2,100
High-school supervisor, director of vocational education.....	3,300
Rural-school supervisor.....	2,400
Director of Americanization.....	2,400
Assistant director of Americanization.....	1,800
Supervisor of home economics.....	2,300
Supervisor of agricultural education (part time).....	666
Assistant in truancy.....	1,860
Chief clerk.....	1,620
Clerk.....	1,500
4 stenographers, from.....	1,080-1,500

Total..... 132,426

TENNESSEE.

State superintendent of public instruction.....	3,600
Chief clerk.....	2,000
High-school inspector.....	3,600
Elementary-school agent.....	3,000
Rural-school supervisor.....	3,000
Bookkeeper, State schools.....	2,500
Trade and industrial supervisor.....	3,000
Agricultural supervisor.....	3,000

TENNESSEE—Continued.

Clerk of board.....	\$1,800
2 members of State grading commission, each.....	2,000
Member of State grading commission.....	1,800
4 stenographers.....each..	1,200
Total.....	36,100

TEXAS.

State superintendent of public instruction.....	4,000
First assistant State superintendent.....	2,700
2 assistant State superintendents.....each..	2,250
Chief supervisor of high schools.....	2,600
3 supervisors of high schools.....each..	2,200
4 supervisors of high schools.....do.....	2,000
Auditor.....	1,800
Assistant auditor.....	1,350
Statistician.....	1,500
Certification clerk.....	1,650
Correspondence and mailing clerk.....	1,500
Assistant correspondence and mailing clerk.....	1,350
Porter.....	600
Do.....	240
Supervisor of vocational agriculture.....	3,700
Assistant in vocational agriculture.....	3,150
Do.....	2,750
Supervisor of teacher training.....	3,500
Assistant in teacher training.....	3,150
Supervisor of home economics.....	3,500
Assistant in home economics.....	3,150
Chief supervisor of rural schools.....	3,300
9 supervisors of rural schools.....each..	2,200
Secretary, rural-school division.....	2,400
Manager of textbook division.....	2,600
Auditor, textbook division.....	2,400
Bookkeeper, textbook division.....	1,800
2 adding-machine operators.....each..	1,500
2 requisition clerks.....do.....	1,500
3 stenographers.....do.....	1,600
2 stenographers.....do.....	1,500
Stenographer.....	1,350
Do.....	1,250
3 stenographers.....each..	1,200
Total.....	113,590

UTAH.

State superintendent of public instruction.....	4,000
Assistant State superintendent of public instruction.....	3,300
State high-school inspector (five-sixths time).....	2,500
State library secretary and organizer (7 months).....	1,800
State director of health education (three-fourths time).....	3,000
State director of Americanization.....	2,500
State director of vocational education.....	3,300
State supervisor in agriculture.....	2,750
State supervisor in home economics.....	2,750
State supervisor of trades and industries.....	2,500

⁴ Salaries paid by General Education Board.

¹⁰ Of this amount \$600 is appropriated annually "for living expenses."

¹¹ Four stenographers estimated at \$1,200 each.

UTAH—Continued.

Advisory architect to State school-buildings commission.....	per day.....	\$8
Clerk.....		1,380
3 clerks.....	each.....	1,200
Total.....		1233,380

VERMONT.

Commissioner of education.....	6,000
Executive clerk.....	2,100
Supervisor of junior high schools.....	3,500
Supervisor of elementary schools.....	2,600
State high-school supply teacher.....	1,600
State helping teacher.....	1,600
Secretary teachers' registration bureau.....	1,400
Certification clerk.....	1,200
Stenographer.....	900
Clerk.....	720
Total.....	21,260

VIRGINIA.

State superintendent of public instruction.....	4,500
Secretary of the State board of education.....	3,850
Auditor.....	3,750
Assistant auditor.....	2,500
Supervisor for teacher training.....	3,250
Director for teachers' bureau.....	1,800
Supervisor for high schools.....	3,500
Supervisor for high schools ⁴	3,500
Supervisor for agricultural schools.....	3,500
Supervisor for trade and industrial schools.....	3,500
Supervisor for physical education.....	3,500
Supervisor for home-economics schools.....	2,100
Supervisor for rural schools, white ⁴	3,500
Supervisor for rural schools, Negro ⁴	3,500
8 stenographers and clerks.....	total.....
	10,540
Total.....	56,790

WASHINGTON.

Superintendent of public instruction.....	3,000
Assistant superintendent of public instruction.....	2,700
Deputy superintendent of public instruction.....	3,000
High-school inspector.....	2,640
Certification chief.....	2,100
Assistant in rural education.....	2,100
Executive secretary.....	2,100
Secretary of rural-life commission.....	1,800
Field assistant.....	1,800
Legal secretary.....	1,800
Secretary of State board of examiners.....	1,350
2 stenographers.....	each.....
Mail clerk.....	1,320
2 stenographers.....	each.....
Director of vocational education.....	4,500
Supervisor of agricultural education.....	2,600
Supervisor of home-economics education.....	2,700
Supervisor of trade and industrial education.....	3,600
Total.....	44,210

WEST VIRGINIA.

State superintendent of free schools.....	\$5,000
Chief clerk.....	2,400
Supervisor of high schools ⁴	3,600
Assistant supervisor of high schools (part time).....	1,800
Supervisor of rural schools ⁴	3,600
Supervisor of examinations.....	2,040
Secretary of State board of education.....	2,700
Statistical clerk.....	1,320
2 stenographers.....	total.....
3 clerks.....	do.....
Supervisor of colored schools.....	2,400
Total.....	31,260

WISCONSIN.

State superintendent of public instruction.....	5,000
Assistant State superintendent of public instruction.....	4,500
Second assistant State superintendent of public instruction.....	3,200
Supervisor of high schools.....	4,250
Do.....	4,000
Supervisor of high schools and special supervisor of agriculture.....	4,000
Supervisor of manual training.....	4,000
Supervisor of educational measurements.....	3,500
Do.....	2,500
Supervisor of day schools for the deaf and blind.....	3,500
3 supervisors of State graded schools.....	each.....
2 supervisors of rural schools.....	do.....
2 supervisors of city grades.....	do.....
Supervisor of city grades and supervising teachers.....	2,700
Clinical psychologist and supervisor of exceptional classes.....	2,700
Supervisor of school libraries.....	2,600
Supervisor of domestic science.....	3,000
Diploma and certificate clerk.....	1,440
Assistant librarian.....	1,500
Statistician.....	1,400
2 stenographers.....	each.....
Do.....	1,080
Do.....	1,020
Clerk.....	840
Total.....	82,880

WYOMING.

State superintendent of public instruction.....	3,000
Deputy State superintendent of public instruction.....	2,100
Commissioner of education.....	3,000
Director of vocational education.....	3,000
Director of agricultural education.....	2,600
Director of home economics.....	1,980
Supervisor of special classes.....	2,400
Stenographer.....	1,620
Do.....	1,500
Do.....	1,200
Total.....	22,400

⁴ Paid by General Education Board.¹² Exclusive of fees of advisory architect at \$8 per day.